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College of Physicians and Surgeons



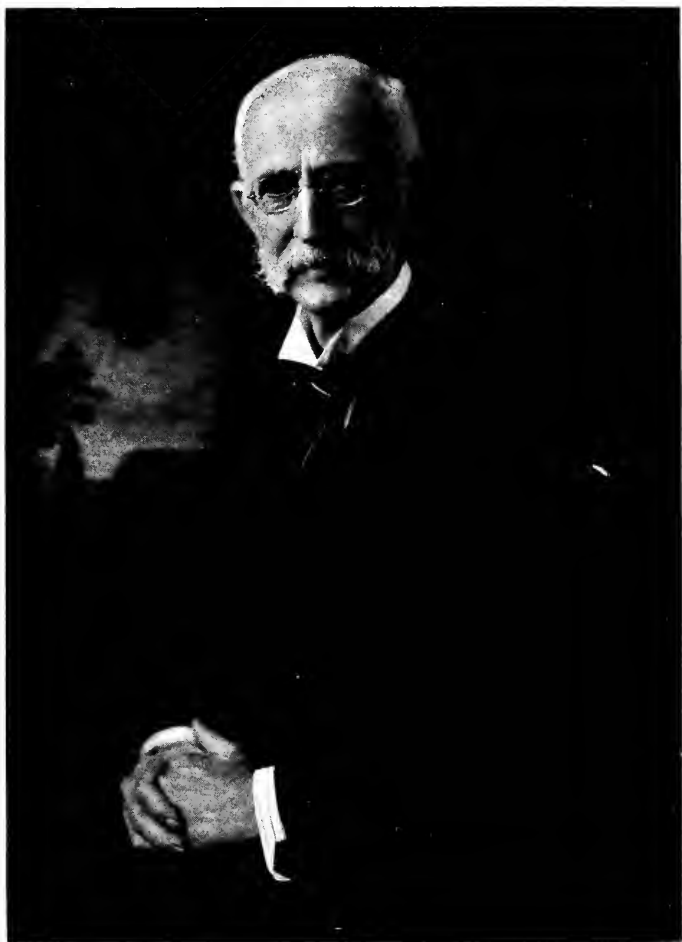
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Henry M. Hurd

HENRY MILLS HURD

THE FIRST SUPERINTENDENT OF
THE JOHNS HOPKINS HOSPITAL

BY
THOMAS STEPHEN CULLEN

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BALTIMORE
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HENRY MILLS HURD
THE FIRST SUPERINTENDENT OF THE JOHNS
HOPKINS HOSPITAL
BY THOMAS S. CULLEN

CHAPTER I
DR. HURD'S EARLIER LIFE

The subject of this sketch, probably the best known hospital superintendent in the United States, an expert on hospital organization and management, professor of psychiatry, author and editor, was a product of Michigan, a state that has furnished many well-known figures in American medicine.

Shortly after Dr. Hurd came to Baltimore a charming sketch of his early life and of his manifold activities in Kalamazoo and Pontiac appeared from the pen of Dr. C. B. Burr, his successor at the Eastern Michigan Asylum at Pontiac. This tribute appeared in the *American Journal of Insanity*, 1899, Vol. 46, p. 303. As it cannot be improved upon I shall give it in detail:

Henry M. Hurd, A. M., M. D., the recently appointed director of The Johns Hopkins Hospital, Baltimore, and the subject of our photogravure, was born May 3, 1843, at Union City, Branch Co., Michigan. His parents, Theodore C. and Ellen E. (Hammond) Hurd, were of New England (Connecticut) stock. His father, a pioneer physician, came to Michigan in 1834; and, worn out by laborious practice amid the hardships and privations of pioneer life in a malarious country, died at the early age of 39, leaving a wife and three little boys.

HENRY MILLS HURD

His mother remarried in 1848, and in 1854 the family removed to Galesburg, Ill. In 1858 he entered Knox College, where he spent two years. Subsequently he devoted a year to teaching and general study, and in 1861 entered the junior class of the University of Michigan. He graduated from the university in 1863, and in the same year began the study of medicine with his stepfather, who was also a physician. He attended lectures at the Rush Medical College, Chicago, and at the University of Michigan, and graduated from the department of medicine and surgery of the university in 1866. The year following graduation he spent in New York in study and hospital work. Subsequently he removed to Chicago, where he engaged in dispensary and general practice for two years. It was during the time of his residence in Chicago, in 1870, that he received the appointment of assistant physician to the Michigan Asylum for the Insane at Kalamazoo, and entered that field of medical practice in which he has achieved so much distinction. He served the asylum in the capacity of assistant physician for eight years, at the end of which time he became assistant superintendent. On the opening of the Eastern Michigan Asylum at Pontiac in the fall of the same year he was appointed its first superintendent, and occupied this position continuously for 11 years. Possessing rare skill as an organizer, broad culture, literary attainments of a high order, a thorough medical training and a long asylum and hospital experience, he brought to the work of organizing the Eastern Michigan Asylum those qualities which enabled him to place it at once among the progressive asylums of the country. He early identified himself with the Association of Medical Superintendents, and was an earnest, faithful and zealous member of this body.

During the period of his administration of affairs of the Eastern Michigan Asylum he has seen the treatment of the insane revolutionized. For the abolition of restraint, the employment of the insane, the extension of the system of night-nursing, the development of the "cottage plan," and the introduction of home comforts into the dull, unattractive institutional life of previous years, he has been an ardent and enthusiastic advocate. To him, perhaps, as much as to any other man among the present genera-

EARLIER HISTORY

tion of alienists in this country, is due the rapid growth of progressive methods in the care of the insane, and the advanced position which American psychiatry is taking. His mental culture, which enabled him to grasp intricate problems in all their details, his philanthropic instincts, his ready sympathies and his keen insight into the needs of the insane, conjoined with the quick perception of the skilled physician, made him an ideal asylum superintendent. His personal presence was inspiring; he infused his own spirit of tireless energy among his subordinates, he unified his staff and his corps of employés, and could always rely upon their thorough coöperation. In 1881 he visited Europe for travel and investigation in the special lines of work in which he was engaged. The results of this trip were the subject of a special communication to the joint Boards of Trustees of the Michigan asylums, and were published in connection with the biennial report of the Eastern Michigan Asylum for 1882. His writings upon the subject of mental medicine have been voluminous and of a high order. Aside from the numerous papers published in the *American Journal of Insanity*, as reference to its files for the past 11 years will show, many of great merit have appeared elsewhere.

Among his recent and most scholarly productions is his presidential address in 1889 before the alumni association of the medical department of the University of Michigan, on "The Mental Hygiene of Physicians." His reports of the Eastern Michigan Asylum are written in a masterly and finished style, and have been warmly received and favorably noticed by the profession of this and foreign countries. He was a vice-president of the Ninth International Medical Congress, is a member of the Michigan State Medical Society and of the Detroit Academy of Medicine, and is corresponding member of the Detroit Medical and Library Association.

In June of the present year there came to him, without previous intimation, the tender of the position of director of The Johns Hopkins Hospital. The offer came as a gratifying surprise, but he hesitated to accept it. He was reluctant to relinquish the work to which he had devoted his best years, to separate himself

from his patients—many of whom had long been objects of his care and solicitude—and from friends endeared to him by the strongest ties. He hesitated to abandon the work in which he had been so long and successfully engaged, and in which the prospects for future usefulness opened wide and ever wider before him; but considerations, paramount among which were the increased opportunities for the education of his children, constrained him to accept the position.

By mental endowments and education he is peculiarly well fitted for the responsible and delicate duties of a hospital director. He is thoroughly deserving of his recent very great honor, and will adorn the position to which he has been called; but as we write these lines, the feeling returns with ever-increasing force, that in the gain of The Johns Hopkins Hospital, the profession of psychiatry sustains an irreparable loss, and the asylum system of Michigan is deprived of its most illustrious exponent.

When Dr. Hurd came to Baltimore to see The Johns Hopkins Hospital and to meet the trustees of the hospital one of the trustees from the Eastern Michigan Asylum at Pontiac came with him with the intention of urging his superintendent to decline the call. After he had met the trustees and had visited the hospital he turned to Dr. Hurd and said: "My object in coming with you was to see that you returned to Michigan, but I have changed my mind. If they offer you this position and you do not accept it, you will make the mistake of your life."

CHAPTER II
PAPERS ON PSYCHIATRY PUBLISHED BY
DR. HURD PRIOR TO HIS COMING
TO BALTIMORE

Amid his many asylum duties Dr. Hurd found time to do much writing and, as intimated by Dr. Burr, contributed a great deal to our knowledge of insanity. In 1880 he published a paper on "Recent Judicial Decisions in Michigan Relative to Insanity." This was followed in 1881 by "A Plea for Systematic Therapeutical, Clinical and Statistical Study." In this paper Dr. Hurd carefully analyzed the methods employed in the various asylums and clearly pointed out where improvements might with much profit be inaugurated. On page 11 he says:

Much of the present statistical information contained in the published reports of the institutions for the insane is unsatisfactory. There are tables enough, but they lack uniformity, precision in statement and practical utility.

Their lack of uniformity is well illustrated by the varying number of tables given in different reports, taken at random from a package before me.

In concluding this article Dr. Hurd says:

In this earnest plea for more systematic therapeutical, clinical and statistical inquiries, I would not be understood as criticizing the thorough work now done in connection with asylums. I have merely attempted to point out the necessity for further progress, and have suggested methods which would tend to increase the efficiency of asylum work.

In 1882 Dr. Hurd published papers on "Practical Suggestions Relative to the Treatment of Insanity" and "The Treatment of Periodic Insanity."

At a sanitary convention held in Pontiac in January, 1883, Dr. Hurd gave a most interesting address on "The Hereditary Influence of Alcoholic Indulgence Upon the Production of Insanity." His views as expressed 36 years ago tally so well with our present conception of this most important subject that I quote his conclusions:

In the foregoing paper I have endeavored to show that inebriety in parents is a frequent cause of insanity in their children, because drunkenness produces a transient insanity, even in a healthy brain; chronic drunkenness produces organic brain diseases, bringing in their train impairment of the memory, inactivity of the reason, a weakening of the will, and a loss of the natural affections; also moral perversions and vicious propensities, and finally, unmistakable diseases of the mind and nervous system—all of which are capable of transmission to children.

That the children of inebriate parents inherit diseases, such as epilepsy, hysteria, chorea and idiocy, or if not actual diseases, nervous systems which are abnormally responsive to every form of disturbing influence and are easily disordered.

That between the ages of 20 and 45 insanity is liable to be developed in the children of inebriates, and that insanity of this type is recovered from imperfectly or not at all.

And finally, that however much people may differ as to the expediency of "prohibition," so-called, in the present state of public sentiment, there should be no difference of opinion among thinking men as to the right and duty of the state to take strenuous measures to prevent the transmission of an inebriate heredity to children.

During 1883 Dr. Hurd also published a paper entitled "Future Provisions for the Insane in Michigan." In this article he sketched in a most interesting way the haphazard

manner in which insane patients were looked after in Michigan until the opening of the asylum for the insane at Kalamazoo. He spoke in no uncertain terms of the duty of the state to care for the insane within her borders. The concluding paragraph in this article reveals very clearly the wise statesmanship of Dr. Hurd:

I would reiterate the conviction that it is the duty of the state to continue to care for her insane in the state asylums: that no consideration of false economy should prevent her from doing everything which can be done for the comfort and restoration of every insane person. If he requires the restraint and seclusion of an asylum for the dangerous insane, he should have it. If he requires curative treatment in a hospital, or suffers from a form of disease which calls for constant nursing, he should have that. If his welfare will be promoted by giving him labor, the liberty of home, and a manner of life nearly resembling that of a private family, he should receive them. No money should be wasted upon buildings, surroundings, or care. Sufficient, however, should be expended to render each unfortunate as comfortable as his condition will permit. Anything less than this is unworthy a great state like Michigan.

Dr. Hurd in 1883 also published "The Minor Treatment of Insane Patients." In 1886 he published an interesting article on "Paranoia." During the year 1886 we find two articles from his pen "The Relation of General Paresis and Syphilitic Insanity" and "The Data of Recovery from Insanity." In 1887 "Gastric, Secretory and Other Crises in General Paresis" and "The Colony System of Michigan" appeared. In 1888 Dr. Hurd published an important article on "The Religious Delusions of the Insane," also an article on "Imbecility with Insanity." In 1889 he also contributed a paper entitled "A Case of Inebriety with Insanity; with Remarks."

CHAPTER III

DR. HURD, THE FIRST SUPERINTENDENT OF THE
JOHNS HOPKINS HOSPITAL

Dr. Hurd was appointed superintendent of The Johns Hopkins Hospital in June, 1889, and assumed the duties of the position on August 1, at which time President Gilman, who had acted as director of the hospital since the preceding February, and Dr. John S. Billings, who had been medical advisor to the Board of Trustees for 12 years, terminated their connection with the hospital. Dr. Hurd, as has already been mentioned, was the first superintendent of the Eastern Michigan Asylum at Pontiac. Here he had taken charge of a brand new institution, had worked out the details of its management and had piloted its destiny most successfully for 11 years. Here at the Hopkins he had a similar opportunity, differing only in that the patients were suffering from bodily instead of mental ills. In this institution he was destined to establish later the most harmonious relationship between the hospital and The Johns Hopkins Medical School which opened its doors in 1893. His wise council, his broad vista and his tact have in large measure been responsible for the continuous cordial and intimate relations that have always existed between the medical school and the hospital.

Dr. Burr in his tribute to Dr. Hurd said, "His reports of the Eastern Michigan Asylum are written in a masterly and finished style, and have been warmly received and favorably noticed by the profession of this and foreign countries." The



DR. HENRY M. HURD WHEN HE CAME TO THE JOHNS
HOPKINS HOSPITAL IN 1889.

same standard of excellence shown in the Michigan reports has been maintained in the annual reports of The Johns Hopkins Hospital. In fact, when the history of this institution is written it will only be necessary to amplify what has already been succinctly reported in the yearly record of the hospital.

The annual report has given the list of the trustees together with their various committees, the consulting physicians, the medical board, the house staff and the names of the physicians connected with the out-patient department. Dr. Hurd then briefly chronicled the important events occurring during the year, referred in detail to the changes in the personnel of the staff and pointed out where certain departments needed to expand or where new departments should be created. It is interesting to watch how a suggestion of his would bring forth fruit. In one report he would advise the innovation, in the next it would be briefly stated that tentative plans were under way. The next report would probably say that the building was under construction, and in the report of the following year would be a detailed description of the building together with splendid illustrations, and in addition there would be a succinct report of the addresses given at the dedication of the building. A more detailed report of the proceedings would usually be contained in the hospital BULLETIN or form the theme for an address.

The report of the Training School for Nurses has always been given a prominent part in the superintendent's report and since 1895 there has been a very full report of the colored orphan asylum. Dr. Hurd has always made it a rule to make acknowledgment of gifts to the hospital no matter how small they have been, and since the beginning he has never failed each year to thank the clergy who have held services in the

hospital on the Sabbath. The statistical tables relating to the patients treated in the hospital and in the dispensary have been most exact and very full.

The annual reports of The Johns Hopkins Hospital from 1889 to 1911 breathe the very atmosphere of Henry M. Hurd and in no other way can the reader gain a better insight into his make-up and into the tremendous amount of work this splendid medical statesman has accomplished than by reading these records.

CHAPTER IV

EXTRACTS FROM THE JOHNS HOPKINS
HOSPITAL ANNUAL REPORT FOR 1889

No description of Dr. Hurd's work would be complete without a reference to that splendid Board of Trustees and that rare medical staff with whom he was associated in the early days of the hospital. I have accordingly had the first and second pages of the first report reproduced. All who were fortunate enough to have been connected with the hospital in the early days will never forget that splendid, candid, whole-souled face of Miss Isabel Hampton. One never thought of Mr. Emory without instantly associating him with Mr. Joseph Hopkins, and everybody in the hospital, both young and old, looked upon Miss Rachel Bonner as an elder sister.

For convenience I have divided the reports into the regular calendar year, although, as a matter of fact, the hospital year began February 1 and ended January 31.

1889

(May, 1889—January 31, 1890)

Dr. Hurd's first report begins as follows:

To the Trustees of The Johns Hopkins Hospital:

GENTLEMEN.—I present herewith a summary of the operations of the hospital during the past seven and one-half months, or since its opening in May last. It has seemed best, all things considered, to make this first report for the fractional year, so that in future the hospital year may correspond with the fiscal year, which runs from February 1 to January 31.

ORGANIZATION

The organization of The Johns Hopkins Hospital differs in some essential features from that of other general hospitals in the United States. The service is divided into three distinct departments—medical, surgical and gynecological each under a responsible chief with continuous service. The heads of these departments are non-resident, but arrangements are made for them to give as much time to the work of the hospital as the necessities of patients demand.

Each department has a responsible resident physician who has had a long and varied experience in a general hospital, and is abundantly able to fill the place of the chief of the department whenever he is absent from the hospital. Each resident physician has a staff of assistants who give aid in case-taking, surgical operations, clinical notes, examinations of urine, sputum, blood, etc.—also in dispensary work generally. The resident and assistant resident physicians, surgeons and gynecologists, are resident in the hospital.

The dispensary has a chief who directs and arranges the work of the different departments, and each department in turn is under the special direction and control of a responsible head, who takes care of the work and has a continuous service. Each head of a dispensary department has as many assistants as the proper work of his department requires, whose medical work he directs and controls.

The nursing work of the hospital is under the charge of the superintendent of nurses, who also acts as the principal of the training school. She has the responsibility of the management of the nurses' home and the instruction of nurses. She selects and accepts probationers, prescribes courses of study and arranges duties. She supervises all nursing-work.

The purchase and delivery of provisions and the cooking, distribution and serving of food, are placed in the hands of a purveyor, who is made responsible for this branch of hospital work.

The care of rooms and buildings and the oversight of the work of the laundry come upon the matron, who is charged with the duty of purchasing bedding, dry goods, clothing, household and

EXTRACTS FROM ANNUAL REPORTS

laundry supplies. In addition to these offices there is a comptroller of accounts, who supervises the receipt of money and the payment of bills; an apothecary, who purchases medicines and prepares and delivers prescriptions; a supervisor of grounds, who looks after all outside labor; and an engineer, who has the care and oversight of the engines, boilers, filters, pumping apparatus, machinery, warming and ventilating apparatus, water-tanks, sewers, water-closets, lavatories, steam-cooking apparatus, water, gas, electrical and steam distribution.

HISTORICAL

Upon the opening of the hospital in May, 1889, Dr. W. H. Welch had been appointed pathologist, Dr. William Osler, physician-in-chief, and Dr. William S. Halsted, acting surgeon and chief of the dispensary; Dr. Henry A. Lafleur, resident physician, and Dr. F. J. Brockway, resident surgeon; with Dr. H. A. Toulmin, assistant physician, and Dr. George E. Clarke, assistant surgeon.

Subsequently in June Dr. Howard A. Kelly was appointed gynecologist and obstetrician, and Dr. Hunter Robb, resident gynecologist. The value of the services of Dr. Billings in planning and building the hospital cannot be too highly estimated. His foresight as to the future of the hospital, his high ideals of hospital requirements, his familiarity with hospital work and his versatility in adapting means to ends, have done much to bring The Johns Hopkins Hospital to its present state of excellence.

President Gilman's services as an organizer were of great value. By an unusual occurrence of events it was possible for him to bring the university idea into hospital management, and to give to the inauguration of the hospital enterprise a breadth and liberality which it might have lacked had it been exclusively organized by a purely hospital officer.

TRUSTEES AND MEDICAL STAFF

Pages 22 and 23 are facsimiles from the first annual report (1889) of The Johns Hopkins Hospital, giving the Trustees, Consulting Physicians, Medical Board and Hospital Staff at that time.

TRUSTEES.

1889-90.

President:

FRANCIS T. KING.

Treasurer:

JOSEPH MERREFIELD.

Secretary:

LEWIS N. HOPKINS.

Members of the Board:

GEORGE WILLIAM BROWN,	CHARLES J. M. GWINN,
JAMES CAREY,	LEWIS N. HOPKINS,
GEORGE W. CORNER,	FRANCIS T. KING,
WILLIAM T. DIXON,	ALAN P. SMITH, M. D.,
GEORGE W. DOBBIN,	C. MORTON STEWART,
JOSEPH P. ELLIOTT,	FRANCIS WHITE.

COMMITTEES.

Executive Committee:

GEORGE W. CORNER,	FRANCIS T. KING, <i>ex officio</i> ,
GEORGE W. DOBBIN,	ALAN P. SMITH,
	FRANCIS WHITE.

Finance Committee:

GEORGE W. CORNER,	FRANCIS T. KING, <i>ex officio</i> ,
WILLIAM T. DIXON,	FRANCIS WHITE.

Building Committee:

GEORGE W. CORNER,	FRANCIS T. KING, <i>ex officio</i> ,
GEORGE W. DOBBIN,	ALAN P. SMITH,
	FRANCIS WHITE.

CONSULTING PHYSICIANS.

ALAN P. SMITH, M. D., representing Hospital Trustees,	
JAMES CAREY THOMAS, M. D., representing University Trustees,	
I. E. ATKINSON, M. D.,	T. S. LATIMER, M. D.,
S. C. CHEW, M. D.,	F. T. MILES, M. D.,
F. DONALDSON, M. D.,	G. W. MILTENBERGER, M. D.,
W. T. HOWARD, M. D.,	L. McLANE TIFFANY, M. D.,
C. JOHNSTON, M. D.,	W. C. VAN BIBBER, M. D.,
	H. P. C. WILSON, M. D.

MEDICAL BOARD.

ALAN P. SMITH, M. D., representing Hospital Trustees,	
JAMES CAREY THOMAS, M. D., representing University Trustees,	
W. S. HALSTED, M. D.,	HOWARD A. KELLY, M. D.,
HENRY M. HURD, M. D.,	WILLIAM OSLER, M. D.,
	WILLIAM H. WELCH, M. D.

HOSPITAL STAFF.

Superintendent:

HENRY M. HURD, M. D.

Physician:

WILLIAM OSLER, M. D.

Resident Physician:

HENRY A. LAFLEUR, M. D.

Assistant Resident Physicians:

HARRY TOULMIN, M. D.,

D. MEREDITH REESE, M. D.

Surgeon:

WILLIAM S. HALSTED, M. D.

Resident Surgeon:

F. J. BROCKWAY, M. D.

Assistant Resident Surgeon:

GEORGE E. CLARKE, M. D.

Gynecologist and Obstetrician:

HOWARD A. KELLY, M. D.

Resident Gynecologist:

HUNTER ROBB, M. D.

Assistant Resident Gynecologists:

W. W. FARR, M. D.

A. L. GHRISKEY, M. D.

Pathologist:

WILLIAM H. WELCH, M. D.

Associate in Pathology:

W. T. COUNCILMAN, M. D.

Assistant in Bacteriology and Hygiene:

ALEXANDER C. ABBOTT, M. D.

OUT-PATIENT DEPARTMENT.

Chief of the Dispensary:

WILLIAM S. HALSTED, M. D.

1. *Department of General Medicine:*

WILLIAM OSLER, M. D.

2. *Department of Diseases of Children:*

WILLIAM OSLER, M. D., and W. D. BOOKER, M. D.

3. *Department of Nervous Diseases:*

WILLIAM OSLER, M. D., and H. M. THOMAS, M. D.

4. *Department of General Surgery:*

W. S. HALSTED, M. D., assisted by J. M. T. FINNEY, M. D.

5. *Department of Genito-Urinary Diseases:*

W. S. HALSTED, M. D., and JAMES BROWN, M. D.

6. *Department of Gynecology:*

H. A. KELLY, M. D., assisted by HUNTER ROBB, M. D.

7. *Department of Ophthalmology and Otology:*

S. THEOBALD, M. D., and R. L. RANDOLPH, M. D.

8. *Department of Laryngology:*

JOHN N. MACKENZIE, M. D.

9. *Department of Dermatology:*

R. B. MORISON, M. D.

MISS ISABEL A. HAMPTON, *Superintendent of Nurses and Principal of the Training School.*

L. WINDER EMORY, *Purveyor.*

MISS RACHEL A. BONNER, *Matron.*

STANLEY HUTCHINS, *Comptroller of Accounts.*

HENRY MILLS HURD

COURSES OF MEDICAL INSTRUCTION

Beginning with January 6 of the present year [1890] courses of postgraduate instruction in medicine, surgery and gynecology have been inaugurated at the hospital. Daily lectures have been given in the clinical amphitheatre, and clinics in medicine, surgery and gynecology have been given three times a week, at which time the wealth of clinical cases afforded by the hospital and dispensary have been utilized. Rare opportunities to study diseases have been afforded in the dispensary and the hospital wards; and to witness surgical operations in the private operating rooms.

LABORATORIES

The work of the pathological laboratory, formerly carried on by the university, was assumed by the hospital September 1, 1889. No change, however, has been made in any of its arrangements or courses of study, and the work of instruction and original research has gone on as in former years. The pathological material afforded by the hospital has proven unusually rich. It has been most carefully and thoroughly studied by Professor Welch and Drs. Councilman and Abbott.

The clinical laboratory has been in successful operation under the direction of Professor Osler. Analyses of the blood have been made carefully and systematically as a matter of routine, both to determine its constitution and to ascertain the presence of malarial or other organisms and parasites.

The hygienic laboratory has also been equipped and made ready for practical work under the direction of Dr. Billings and Dr. Abbott. Its work thus far has been confined to meteorological observations, the study of ventilation, the analysis of ground-air, and the bacteriological examination of water.

THE NURSES' TRAINING SCHOOL

The Nurses' Training School was formally opened in October, 1889. A full report of this momentous occasion is

given by Dr. Hurd in the first number of THE JOHNS HOPKINS HOSPITAL BULLETIN published on December 1 of that year. After a short address by the president of the Board of Trustees, Mr. Francis T. King, Miss Hampton spoke at length on "The Aims of The Johns Hopkins Hospital Training School for Nurses," and was followed by Dr. Hurd who took as his theme "The Relation of the Training School for Nurses to The Johns Hopkins Hospital." I quote briefly from his address on that occasion:

The beneficent work of The Johns Hopkins Hospital antedates by many years its formal opening in May last. From its inception in the mind of its founder, and the subsequent elaboration of the idea by the trustees so wisely chosen by him—during the preparation of its plans and in the whole course of its erection—from the first foundation stone to the last tile upon the roof, it has constantly been fulfilling its mission. It has all along stimulated hospital construction to an unprecedented degree. From a personal knowledge of hospitals east and west, I do not hesitate to say that there is not a single hospital in this broad land which has not felt the influence of its construction, either directly or indirectly, or has not been energized by its example to make more perfect provision for the care and treatment of sick people. It has taught hospitals the practical application of the laws of hygiene to heating, ventilation, house drainage, sewerage and hospital construction in general. It has commanded attention to the importance of sunlight and air space, and to the absolute necessity of an abundant supply of pure air to each individual—a supply properly tempered to meet the varying conditions of summer heat and winter cold. The cardinal principle of the hospital has been to give the sick the most perfect hygienic surroundings attainable in a city. It has so prepared the way for better provision for the comfort of the sick, whether rich or poor, that the public now demand it. So great, in fact, has been the force of its

example for good, I do not hesitate to say that had the hospital never received or treated a single patient, the work it has already accomplished in showing the way to better hospital construction would have fully justified the expenditure of every dollar it cost.

To-day we are assembled to witness the inauguration of one of the departments of this hospital which we hope will influence in a similar manner, even if not in an equal degree, training schools for nurses throughout the country. This school has been established in compliance with the instructions of the founder of the hospital, in the following language: "I desire you to establish in connection with the hospital a training school for female nurses. This provision will secure the services of women competent to care for the sick in the hospital wards, and will enable you to benefit the whole community by supplying it with a class of trained and experienced nurses." The Board of Trustees has carried into effect this injunction in no grudging manner. No school in this country has been more worthily housed or more fully equipped for class-room and practical work and none has ever started out with broader views or more comprehensive plans for the proper training of nurses.

What has the hospital a right to expect from the pupils of this school?

1. They should have an adequate conception of the responsibilities assumed by the nurse when she enters the school. The hands of a nurse are a physician's hands lengthened out to minister to the sick. Her presence at the bedside is a trained vigilance supplementing and perfecting his watchful care; her knowledge of the patient's condition an essential element in the diagnosis of disease; her management of the patient, the practical side of medical science. If she fails to appreciate her duties the physician fails in the same degree to bring aid to his patient.

2. The nurse should have an enthusiasm in the work of nursing. No one should assume the work without feeling it to be of all occupations the one best suited to the tastes and capacity of the individual. Nursing to be well done should be entered

upon with an "enthusiasm of humanity" which will lighten every hardship, and render the nurse happy and contented in her chosen calling.

3. She should consider nursing a profession and view it as a life work. It is not a trade, nor an occupation solely, nor a means of support simply, but a vocation which brings into activity the best sentiments of the human heart and enlists the finer sympathies of our better natures.

4. She should seek to fit herself to be a teacher of others. It should be her ambition to learn the duties of her calling that she may become competent to impart instruction. From this school as from a center of knowledge should go forth graduates to found similar schools throughout the land.

5. For her highest usefulness a nurse should have a capacity for sustained mental effort. Having chosen her life work and proven her fitness for it by a satisfactory period of probation, she should pursue her vocation "without haste, without rest," steadily, persistently and courageously, with a mental equipoise which keeps constantly in view a high ideal of excellence. The sweetest rewards of earth come to earnest effort and faithful accomplishment in lines of philanthropic work. They are not gained by fitful toil or half-hearted endeavor.

Lest there may be a misconception I ought to add that enthusiasm in work, devotion to duty, unresting fidelity to high ideals of efficiency, keen humanitarian impulses and love of scientific truth, cannot and must not be considered obligations peculiar to nurses. The trustees and officers of the hospital accept similar obligations for themselves, and expect equal enthusiasm and devotion from all connected with the hospital in any responsible capacity.

What, on the other hand, has the pupil in the training school a right to expect from all who are connected with the hospital?

1. The pupil nurse has reason to expect, and should receive, the respect, confidence and coöperation of every right-minded person.

2. She should enjoy every facility for securing instruction, and an opportunity to obtain a higher training in every branch of knowledge which promises to increase her efficiency and usefulness.

3. She should have proper hours for work, proper hours for study and recreation, pleasant apartments, healthful surroundings, refining associations and every incentive to effort, and every aid to accomplishment of her work.

Many hopes cluster about this training school. The work of many years of patient labor spent in construction is over. The scaffold has been swept away, and the completed edifice stands before us. The work of the hospital cannot be complete until this school is open and in successful operation. The poor of Baltimore in their homes, suffering for lack of proper nursing and adequate attention, look to this school for a solution of the problem of district nursing among the poor. The homes of the wealthy need no less the skilled nursing which this school aims to supply. The trustees and officers of the hospital welcome the school and bid it God-speed.

PUBLICATIONS

In the first annual report Dr. Hurd says :

There has been established, as an organ of the hospital, a monthly publication known as THE JOHNS HOPKINS HOSPITAL BULLETIN, which is to contain announcements, programs, reports of societies and minor medical contributions. The BULLETIN has met with much success and seems to have found a place in medical literature. In addition to the BULLETIN a volume of *Hospital Reports* is published in fasciculi which will constitute a volume of about 500 pages during the year 1890. The first fasciculus contained 64 pages, and had the following list of articles: "On Fever of Hepatic Origin, Particularly the Intermittent Pyrexia Associated with Gall-Stones," by Dr. Osler. . . .

Through the medium of THE JOHNS HOPKINS HOSPITAL BULLETIN the numerous activities of the hospital have been duly chronicled and many important events have been recorded. The numerous discoveries in the various departments have been brought to the notice of the medical world through this journal. It has been a faithful mirror of The Johns

Hopkins Hospital and its establishment was one of the most important moves ever made by the hospital. It has enabled the institution to tell the civilized world promptly just what it has accomplished. The *Johns Hopkins Hospital Reports* contain the lengthy articles—those that are too extensive for a monthly journal. They now comprise 18 volumes.

Dr. Hurd started both the *BULLETIN* and the *Reports* and was editor of both from the initial issue until he relinquished his position in 1911. He was the editor in every sense of the word. Many of the articles which were rather crude in their English construction were entirely recast by him. Any member of the staff who wandered into the superintendent's office late at night when all was quiet or on a Sunday afternoon would find Dr. Hurd busily engaged in correcting galley proofs for the *BULLETIN* or for the *Reports*.

Both of these publications possess a dignity and style rarely noted in medical periodicals. The printing has been good, the illustrations excellent and the text remarkably free from typographical errors.

The Hopkins *BULLETIN* and the *Reports* are to be found in medical libraries the world over. Dr. Hurd deserves the lion's share of credit for the marked success of these publications.

SOCIETIES

In the first report Dr. Hurd refers to the medical societies of the hospital.

A flourishing hospital medical society has been established under the direction of Dr. Welch, which meets bi-monthly and is regularly attended by members of the hospital and dispensary staff. At these meetings papers are read, patients are exhibited, morbid pathological specimens are presented and the results of original investigations in the clinical, pathological and hygienic

laboratories are reported. These meetings have been of great value, and the amount of work which has been done compares most favorably with that accomplished by any other similar society.

A Journal Club, composed of members of the hospital and dispensary staff, also meets bi-monthly. At these meetings the current literature in the various departments of medicine, surgery and gynecology is presented in abstract by persons previously appointed to report from these departments. This enables all members of the staff to keep fully informed as to what is being accomplished by workers in every branch of medical science with the least expenditure of time.

In November, 1890, a Historical Club was organized to hold monthly meetings for the study of medicine in its historical aspects. These meetings have been well attended and have proven interesting and profitable.

The Historical Club still continues. Scattered throughout the various volumes of THE JOHNS HOPKINS HOSPITAL BULLETIN are many articles which were read at the Historical Society. They are of much interest and value.

CHAPTER V
EXTRACTS FROM THE JOHNS' HOPKINS
HOSPITAL ANNUAL REPORTS FOR
1890-1897

1890

(February 1, 1890—January 31, 1891)

In the report for the year ending January 31, 1891, Dr. Hurd refers to the work of the hospital among the poor of Baltimore and emphasizes the fact that care must be taken to see that people who are financially able should not be given free treatment:

The added experience of a year has demonstrated the necessity of the medical, surgical and gynecological work which this hospital is doing among the poor of Baltimore. The free work has constantly grown in importance and usefulness since the opening of the hospital and hundreds of poor people have received relief who could not have obtained it otherwise. This work has been done cheerfully and ungrudgingly both among hospital and dispensary patients. It is evident, however, that some persons who apply for gratuitous advice and prescriptions in the dispensary, and free beds in the hospital are not objects of charity, and should not receive the benefits of the institution.

In some of the New York hospitals the names of all persons applying for relief, when any doubt exists as to the propriety of granting it, are reported to the Charity Organization Society, and a systematic investigation is made by an agent of this society. After a careful review of the whole subject I am strongly of the opinion that the time has come when an arrangement should be made with the Charity Organization Society of Baltimore, whereby

all suspected cases may receive a prompt investigation. It demoralizes any man to receive as a gift what he is able to pay for wholly or in part. Indiscriminate and haphazard charity begets habits of improvidence and of wastefulness, if not of actual vice among its recipients.

In addition to the evil effect upon the community of indiscriminate charity there is also danger of doing injustice to the profession of medicine, which numbers among its members so many persons actively engaged in charitable work. Neither the hospital nor dispensary should interfere with the sources of support of these men by affording free medical or surgical treatment to those who are able to pay for it.

In this connection mention may be made of the excellent provision which exists at this hospital for the accommodation of private or pay patients—a provision which is not excelled in any general hospital in this country.

Dr. Hurd in the report also refers to the Training School for Nurses:

Each month demonstrates the value and necessity of the work of the Training School for Nurses. The school is developing a new field of usefulness for the young women of Baltimore and Maryland and is growing in popular favor. The dignity and importance of the profession of nursing were never so well appreciated in this community as now.

From the early days of the hospital to the present it has been a matter of frequent comment that for intellectual refinement and for mental capacity few if any hospitals in America have been as fortunate as The Johns Hopkins Hospital in the personnel of its Training School for Nurses.

1891

(February 1, 1891—January 31, 1892)

The report for the year ending January 31, 1892, contains the names of the first class of nurses who graduated from the

training school. Among them are Mary E. Gross (Mrs. John M. T. Finney), Georgie M. Nevins the superintendent of Garfield Hospital, Washington, D. C., M. Adelaide Nutting who later became superintendent of nurses in The Johns Hopkins Hospital Training School and who is doing such excellent work as professor in the Teachers' Training School at Columbia University, New York. This list also contains the name of Susan C. Read (the late Mrs. William Sydney Thayer).

1892

(February 1, 1892—January 31, 1893)

MEDICAL INSTRUCTION

In the report for the year ending January 31, 1893, Dr. Hurd makes a most important announcement relative to the opening of The Johns Hopkins Medical School.

By the endowment of the medical school through the generosity of Miss Garrett and others, the university is now in a condition to assume the responsibility of medical instruction, and commencing with October 1, 1893, both graduate and other work will cease on the part of the hospital. It is gratifying, in the review of the past three years, to notice that women have not in any respect proven a disturbing element. They have pursued their work under the same conditions as men, and have done faithful, honest and successful work. Although the hospital ceases to do any more medical teaching, the fact that the governing idea in its erection was the promotion of medical teaching cannot be lost sight of. The construction of the wards, the location of the laboratories, the arrangement of the dispensary and amphitheater, the divers systems of heating and ventilating, and the facilities for their demonstration, all point to a preconceived plan that the hospital should do its share in the work of practical instruction. It is confidently believed that no other hospital in the United States is better equipped to do medical teach-

ing, or in its brief career has done more thorough and suggestive work. The same faithful work will be continued by the same men, under the direction of the university in future, as a part of the curriculum of the medical school.

LYING-IN AND CHILDREN'S WARDS

The approaching opening of the medical school renders it important that no time be lost in arranging for the erection of a lying-in ward, to provide for the proper instruction of medical students and nurses. In many respects it seems most desirable that this ward be situated adjacent to the hospital, so that nurses may be readily provided, and yet far enough removed to render it free from the stir and publicity of a large general hospital, and a numerously attended out-patient department. This building ought eventually to be built upon a well-approved plan, and should furnish ample accommodations for women who are awaiting confinement, for parturient women, and for those who suffer from any form of puerperal infection.

A children's ward, separate and distinct from other wards, must be erected. Such a ward alone will give children the proper opportunity for comfort and recovery.

The children are now well provided for in the Harriet Lane Home. After long years of waiting it is a pleasure to know that in the near future the obstetrical department is to have adequate and most satisfactory accommodations.

1893

(February 1, 1893—January 31, 1894)

In the report for the year ending January 31, 1894, Dr. Hurd describes the colored ward:

The colored ward, of which mention was made in the last report, has also been erected during the year and is now ready for the reception of patients. It consists of two stories surmounted by a half story.

This addition to the hospital has been of great value as it brings all the colored patients under one roof instead of having them scattered in various portions of the institution.

Dr. Hurd then refers to important changes in the library.

The opening of the medical school, and the increased demand for medical books on the part of medical students, have rendered it desirable to pay special attention to the library of the hospital. Miss Thies, who has received a careful training in the Enoch Pratt Free Library, has accordingly been employed at the joint expense of the university and hospital to catalogue and arrange the collections which have grown rapidly during the year. It is evident that by the close of another year the shelving will be filled, and no more room will be available for future additions. It consequently becomes important to know how increased accommodations can be secured.

In this connection it seems eminently proper to refer to the great advantages which the medical officers of the hospital and the students in our medical courses have derived from the proximity of the library of the Surgeon General's Office. The enlightened policy of this library, whereby valuable books of reference otherwise unattainable are loaned to the hospital under satisfactory guarantees against loss, cannot be too highly praised. The medical officers of the hospital, and the instructors and students of the medical school, are under many obligations for the uniform promptness and courtesy of those who have charge of this unrivaled collection of books in meeting the frequent demands made upon them.

THE WHITE ROSE FUND

By the generous act of Mrs. W. E. Woodyear, of Baltimore, the "White Rose Fund" has been established and the sum of \$5000 has been placed at the disposal of the trustees, the interest of which is to be used for the comfort and happiness of sick children. It was not proposed to endow a bed or to establish a charity, but to use the income of the fund in such a way as to promote the comfort and happiness of poor, sick children who occupy beds in the public wards of the hospital. ,

It was the intention of the liberal donor to provide means by which flowers, books, pictures, excursions, music and other means of amusement could be afforded for the children in a more liberal manner than would be practicable if these extra expenses were paid out of the income of the hospital.

It is doubtful if any gift to the hospital, no matter how large, has yielded more downright satisfaction to the donor than this gift has. Year after year Dr. Hurd has referred to how much it has meant to the children and what added pleasures this fund has made possible. He has always been most enthusiastic when speaking of it in report after report. It reminds one of a thread of gold carried through from year to year. Mrs. Woodyear gave this money in memory of her little daughter, Rose Blanche Woodyear.

1894

(February 1, 1894—January 31, 1895)

In the year 1894 several important advances were made.

Experience having shown that the work of the pathological department was of great value and importance to every other department, it was decided by the trustees, after a thorough consideration of the subject by the medical board, to organize this department, and to give it an equal standing in the medical staff by appointing a resident pathologist and an assistant resident pathologist. In consequence of this action, Dr. Simon Flexner, associate in pathology in the medical school, was appointed resident pathologist, and Dr. L. F. Barker, the associate in anatomy, was appointed assistant resident pathologist.

As far as is known at present, this is the first instance where similar officers have been appointed with staff standing in connection with any hospital in the United States.

OUT-PATIENT OBSTETRICAL SERVICE

This service has been placed under the immediate charge of Dr. J. Whitridge Williams, the associate in obstetrics in The

Johns Hopkins Medical School, who has received the appointment of assistant obstetrician to The Johns Hopkins Hospital. Dr. G. W. Dobbin has been appointed an additional assistant in the gynecological department to look after this work in a special manner, both in the dispensary and in attending patients in their homes. It is contemplated that poor patients expecting to be confined, and unable to pay the expenses of a physician, shall visit the dispensary to arrange for the services of the resident obstetrician. In arranging for this service it is hoped to be able to bring relief to patients who require the services of a physician, and to furnish the attention of a skilled nurse during the first 24 hours following confinement. It is expected that this service will eventually grow into a branch of district nursing.

In this report Dr. Hurd refers to the resignation of Miss Hampton.

Shortly after commencement exercises in June last, 1894, Miss Hampton, who had been the superintendent of the training school ever since its opening, tendered her resignation. Her services to the school had been of great value, and her resignation and relinquishment of all training school work must be regarded a serious loss to trained nursing throughout the country.

Upon her resignation, Miss M. A. Nutting, who had been her assistant for the previous two years, received the appointment of acting superintendent. Subsequently, in December last, she was appointed superintendent, and given leave of absence for eight months from February first to visit other hospitals and training schools in this country and Europe, to see their methods and to perfect herself in nursing work.

THE COLORED ORPHAN ASYLUM

In Dr. Hurd's report for the year ending January 31, 1895, we find the first report of the colored orphan asylum.

By the will of the founder of the hospital, the erection and maintenance of a colored orphan asylum was enjoined, and provision was made for its support out of the income of the hospital fund.

HENRY MILLS HURD

A tract of land on Remington Avenue and King Street has been purchased as a permanent site for The Johns Hopkins Colored Orphan Asylum, and the children have been removed to their new home.

A detailed report of the committee on the colored orphan asylum follows that of Dr. Hurd.

1895

(February 1, 1895—January 31, 1896)

In Dr. Hurd's report for the year ending January 31, 1896, we find an account of an addition to the dispensary:

In accordance with the recommendation of the medical board, the trustees erected, during the summer of 1895, in connection with the dispensary four class-rooms for the accommodation of classes from the medical school.

Dr. Hurd in this report also records the death of one of the most picturesque members of the hospital family:

Upon the 16th day of October, 1895, Mr. L. Winder Emory, who had discharged the duties of purveyor with conspicuous ability and fidelity, died suddenly of angina pectoris. The vacancy thus created was filled January 1, 1896, by the appointment of E. H. Read, of Baltimore, who immediately entered upon the discharge of his duties.

1896

(February 1, 1896—January 31, 1897)

THE CLINICAL LABORATORY

In the report for the year ending January 31, 1897, Dr. Hurd refers to the new clinical laboratory:

By an unexpected gift of \$10,000 from a generous donor, whose name we are prohibited to mention, it has been practicable to erect a large and convenient clinical laboratory for the use of the hospital and medical school between the amphitheatre and

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dispensary. This portion of the building, which was formerly one story in height, has now been raised to three stories, and the additional room furnishes ample accommodation for medical classes.

Miss Nutting's report to the superintendent for the year 1896 announces the inauguration of the three-year course in the Training School for Nurses.

The demand for information concerning the school remains about as usual:

The number of written applications for	
circulars	1143
Applicants formally considered	160
Accepted applicants	61

Among the acknowledgments for the year ending January 31, 1897, Dr. Hurd mentions Mr. Spence's gift of a reproduction of Thorwaldsen's statue of Christ:

One of the most noteworthy and appropriate gifts which the hospital has ever received is a reproduction of Thorwaldsen's celebrated statue of Christ, by Stein of Copenhagen, which has been placed in the rotunda through the liberality of William Wallace Spence * of Baltimore. A full account of the interesting exercises at the unveiling of this statue, together with the addresses delivered on that occasion, was published in the *BULLETIN* for January, 1897.

The superintendent's report for the year ending January 31, 1897, gives for the first time the "By-Laws, Rules and Regulations of The Johns Hopkins Hospital." A perusal of this 18-page article gives a most illuminating idea of the inner working of this hospital.

* The reader will be interested to know that Mr. Spence rounded out his century—he died a short time after his 100th birthday.

1897

(February 1, 1897—January 31, 1898)

In 1897 the first class of The Johns Hopkins Medical School received their degrees from The Johns Hopkins University, and the 12 students who stood highest in their class were eligible for positions in the hospital. Dr. Hurd in his report for the year ending January 31, 1898, says:

Beginning with the first of September, 1897, 12 members of the graduating class of The Johns Hopkins Medical School are in future to be appointed resident medical officers. These physicians are divided into three groups, and serve four months in each department of hospital service, the service being determined by lot. In this manner each resident medical officer secures four months service in medicine, surgery and gynecology.

In addition to these resident medical officers, the resident physician, surgeon and gynecologist each is supplied with a first and second assistant, who are appointed from those who have had previous hospital experience. The working of this plan has thus far been satisfactory.

In accordance with this arrangement the following-named persons were appointed resident medical officers *: Drs. G. L. Hunner, J. F. Mitchell, O. B. Pancoast, L. P. Hamburger, Thomas R. Brown, E. L. Opie, R. P. Strong, W. G. MacCallum, W. S. Davis, I. P. Lyon, C. A. Penrose and Mary S. Packard.

The rotation system was abandoned after a few years.

* Taken as a whole this was the most remarkable group that has ever graduated from The Johns Hopkins Medical School. Several of them have international reputations.

Dr. Walter S. Davis died in September, 1898, and in the Annual Report of the Hospital for that year Dr. Hurd paid a fitting tribute to his worth.

Recently Dr. Clement Andariese Penrose, another member of this group, died. He received his A. B. degree from The Johns

Dr. Hurd's report for this year also contains an account of the addition to the gynecological operating room rendered possible by the generosity of Dr. Howard A. Kelly, who gave \$5000 to assist in defraying the expenses.

Hopkins University in 1893 and immediately entered the Medical School. After his year as intern he located in Baltimore and in a few years was recognized as one of the most promising of the younger physicians.

In 1903 he served as Vice-Director and Surgeon of the Bahama Expedition. His report of the medical conditions noted on the trip is very interesting. The most valuable paper was that on Leprosy. This paper graphically depicted the deplorable condition existing in the Bahamas due to leprosy and to degeneracy resulting from close intermarriage.

In the spring of 1917 he was appointed Chairman of the Baltimore Food Economy Commission and did much to further food conservation.

In August 1917 he was commissioned major in the United States Army and was sent by the surgeon general to make an exhaustive study on army sanitation in the English and French armies. General Gorgas in speaking of Dr. Penrose's report said: "This report has been of great value to the Medical Department of the United States Army."

After completing his work on sanitation he took charge of a three-hundred bed hospital at Gondricourt, France. Here he contracted a septic bronchitis which nearly caused his death at the time. He partially recovered but was left with an impaired heart.

He returned to America late in December and for a time was able to resume his practice. In March 1919 the infection again became pronounced. He gradually lost ground and died early on the morning of July 4, 1919.

Penrose was an excellent medical consultant, a man of rare judgment, beloved by his patients and a loyal friend. His death was a great loss to the citizens of Baltimore.

In Dr. Hurd's report for this year scholarships and honorable mention in the Training School for Nurses are recorded for the first time.

Dr. Hurd says:

The experience of another year has demonstrated the feasibility and desirability of extending the course of training of nurses from two to three years. The changes in the course of study have enabled nurses to spend more time in learning the fundamental branches of their work, and the shortening of hours of duty has enabled them to bring greater freshness and vigor of mind to their studies and regular duties. The result has been to improve the standard of nursing, and to give a greater state of efficiency to the school than it has ever previously had.

CHAPTER VI
EXTRACTS FROM THE JOHNS' HOPKINS
HOSPITAL ANNUAL REPORTS FOR
1898-1905

1898

(February 1, 1898—January 31, 1899)

In his report for the year ending January 31, 1899, reference is made to an incident that cast a pall over the hospital family. It is vividly remembered to this day:

It is my sad duty to report the death of Dr. L. E. Livingood who had filled the position of assistant resident pathologist for two years, and who had secured a leave of absence to go to Europe for further study. He left his duties July 1 and was drowned a few days after in the destruction of the ill-fated steamer *La Bourgoyne*. He possessed unusual ability, great industry and a finely trained mind, a combination of qualities which gave every promise of success as a teacher and research worker. In his death the hospital and the medical school have experienced a severe loss.

The hospital lost another of its young medical men during this year, Dr. Walter S. Davis died of Addison's disease on September 27, 1898. In referring to him Dr. Hurd says:

Dr. Davis was full of energy and enthusiasm, and during his medical course and his year of hospital residence showed himself thorough in his work, conscientious in the discharge of duties and efficient and faithful in all he attempted to do. His teachers and associates anticipated high success for him in his chosen profession, and all lament his untimely death.

A glance through the list for this year of those who secured scholarships in nursing is particularly interesting. Among the names in the senior class is Elsie Lawler, our present superintendent of nurses. In the junior class the name of Agnes Hartridge, one of the present assistant superintendents of the hospital. The steady advancement of these two members of the training school for nurses is ample proof that Miss Nutting made no mistake in her selection of her pupils meriting scholarships.

1899

(February 1, 1899—January 31, 1900)

GRADUATES FILLING POSITIONS AS SUPERINTENDENTS OF TRAINING SCHOOLS FOR NURSES

One of the most interesting items in the report for the year ending January 31, 1900, is a list of the graduates of the training school who are filling positions as superintendents of training schools for nurses. This list contains the names of 24 graduates of The Johns Hopkins Training School who are now themselves the heads of training schools. Nothing could show more graphically how much the graduates of this school are appreciated throughout the United States and Canada.

1900

(February 1, 1900—January 31, 1901)

In the report for the year ending January 31, 1901, Dr. Hurd refers especially to Volumes VIII and IX of *The Johns Hopkins Hospital Reports*:

The past year has been one of considerable activity in the publications of the hospital. Volume VIII of the *Reports*, containing exhaustive studies by Dr. Osler and his staff in typhoid fever, has recently been published, and Volume IX, which contains 38

EXTRACTS FROM ANNUAL REPORTS

elaborate articles prepared originally by his students to celebrate the 25th anniversary of the doctorate of Professor W. H. Welch, the pathologist of the hospital, was published in April last and constitutes a volume of nearly 1100 pages. In point of excellence of matter and thorough presentation of scientific work the volume is fully equal, if not superior, to any of similar character ever published in this country.

In addition, the BULLETIN has been regularly published with increasingly valuable contributions each month. Volume XI which was completed with the December issue, contains 340 pages and numerous illustrations.

1901

(February 1, 1901—January 31, 1902)

In the report for the year ending January 31, 1902, Dr. Hurd again refers to the great value of THE JOHNS HOPKINS HOSPITAL BULLETIN and of the *Reports*. He says:

Volume X of *The Johns Hopkins Hospital Reports* is in progress and will be completed during the present summer. The BULLETIN of the hospital has been issued monthly during the year and has now reached an annual volume of nearly 400 pages. It is gratifying to observe how extensively it is circulated and quoted both in this country and in Europe. It is evident that this publication has made a permanent place for itself in medical literature and our publishers inform me that the series of volumes is already in active demand to supply libraries. The papers presented in it during the past 12 years form, in fact, a good commentary upon the advance of scientific medicine in America.

During the past year, it may be added, the volume of the BULLETIN has furnished upward of 900 octavo pages of reading matter.

Dr. Hurd also mentions the substantial addition to the public gynecological ward:

During the year, in order to furnish additional accommodations for patients recovering from gynecological operations, and to secure facilities for an examining room and laboratory in connec-

tion with this ward, Dr. Kelly, with great liberality, gave to the hospital the sum of \$10,000. This sum has been expended in building upon the north side of the public gynecological ward, a large two-story annex which affords accommodations for 12 patients.

The superintendent also gave a complete list of the larger donations made to the hospital from the time of its completion up to the end of 1901.

1902

(February 1, 1902—January 31, 1903)

From Miss Nutting's report to Dr. Hurd for the year ending January 31, 1903, we learn of the esteem in which graduates of the training school are held. This is shown by the large number of requests for nurses to fill important positions in other schools:

Letters requesting us to send our graduates to fill positions as follows:

Superintendents	26
Assistants	6
Head nurses	15

1903

(February 1, 1903—January 31, 1904)

Nearly every hospital board of trustees has its period of anxiety and perplexity wondering just how it will meet its financial obligations. The trustees of The Johns Hopkins Hospital have been men of affairs—men possessing a broad vision—and they have in every instance found their way out of the dilemma. Early in 1904,* however, without a day's warn-

* As it often requires six months to assemble the data of the preceding year the annual report appears about the middle of the following year; hence the Baltimore fire of February, 1904, was mentioned in the report for 1903.

ing, their annual income was for the time being markedly impaired. Dr. Hurd in his annual report published early in 1904 refers to this critical period in the hospital's career in detail:

To the Board of Trustees of The Johns Hopkins Hospital:

GENTLEMEN.—The close of the past year of the hospital has been marked by the most serious calamity which has befallen the hospital during its existence. On the morning of February 7, almost before it had been possible to sum up the results of the operations of the previous fiscal year, which closed February 1, a general conflagration swept over the city of Baltimore and proved most disastrous to the real and lease-hold property of the hospital. During the fire 64 stores, warehouses and office buildings, widely scattered in the business portion of the city, representing an assessed valuation of more than a million and a quarter dollars, were destroyed, entailing a loss of income for at least two years of about \$120,000. A portion of this loss was made up by insurance. In accordance, however, with the policy of the hospital, an insurance had not been secured against a total loss, but merely for a sum which had been deemed sufficient to provide for rebuilding in case of partial destruction by fire. The results, however, proved that such insurance was wholly inadequate to repair the effects of a wide-spread calamity, and a loss of capital funds of between \$300,000 and \$400,000 resulted.

For several weeks thereafter great anxiety was felt lest it should become necessary to curtail seriously the work of the hospital by closing wards and cutting down the staff of nurses and employes. Through the liberality, however, of Mr. John D. Rockefeller, of New York, who had familiarized himself thoroughly with the work of the hospital, its financial standing, and its loss of income and capital, a half million dollars have been placed at the disposal of the trustees to repair these losses and to enable the work to go on without diminution. Never was assistance more timely to the institution. The magnitude of the work of the hospital and the need of increasing clinical facilities to meet

the growing demands of the medical school had hitherto consumed all its income and had left no available fund to meet the unforeseen emergency of rebuilding its warehouses. Hence the peculiarly timely character of the aid afforded by Mr. Rockefeller, and the critical condition of the institution without such assistance. The thanks of the medical staff of the hospital and of the officers of the medical school are due to him for his prompt and generous recognition of the educational work of the hospital.

At a special meeting of the Board of Trustees of The Johns Hopkins Hospital on Thursday, April 7, 1904, the following action was unanimously taken in reference to the gift of Mr. Rockefeller:

"In view of the donation of \$500,000 made to The Johns Hopkins Hospital by John D. Rockefeller:

"Resolved, That the Trustees of The Johns Hopkins Hospital desire to express their grateful appreciation of the gift of Mr. John D. Rockefeller to The Johns Hopkins Hospital, announced to the trustees by his son, Mr. John D. Rockefeller, Jr., in a letter to Dr. William Osler. This munificent donation will enable the hospital to continue its works of charity, medical education, medical research and the training of nurses; and the trustees hope and believe that by a wise use of this donation they will be able to expand and improve the great institution committed to their custody."

The report for the year ending January 31, 1904, contains the following sentence: "In the out-patient obstetrical department there were 285 cases treated, with no deaths." This speaks volumes for the splendid work being done by the obstetrical department.

This year brought another liberal donation to the hospital.

Through the liberality of Mr. Henry Phipps, of Pittsburgh, the sum of \$20,000 has been given to the trustees of the hospital to increase the facilities of the out-patient department for the study and treatment of tubercular patients. It was the wish of the donor that one-half of this sum should be used to construct a separate dispensary for tubercular patients so as to render it

possible to segregate these from other patients. It was his further wish that the remaining \$10,000 should be so invested that the income may serve to promote special work and investigation.

In this report Dr. Hurd quotes extensively from a scholarly paper by a member of the hospital staff. This article is entitled "The Relation of The Johns Hopkins Hospital to Medical Education and the Promotion of Medical Knowledge." It gives a clear and concise view of the close connection between the work of the hospital and the medical school. It takes up in succession :

1. Construction of the hospital.
2. Medical organization of the hospital.
3. Relation of the hospital to medical education.
4. Relation of the hospital to the advancement of medical knowledge.
5. The treatment of patients.
6. The Training School for Nurses.
7. Relation of the medical school to the university and to the hospital.

This paper should be read by all interested in medical teaching and in hospital management.

In the report for the year ending January 31, 1904, we find the first annual report of the x-ray department. Dr. F. H. Baetjer has been in charge of this department from its inception up to the present time. He has made an unusual success of this important branch of the work.

In the annual report for 1903 Dr. Hurd has made a notable innovation. He gives a complete list of the trustees of the hospital from 1867 to the present. There is also a complete list of the officers of The Johns Hopkins Hospital from 1889

to 1903. This list includes not only all the senior members of the staff, but also every resident physician, resident surgeon, resident gynecologist, resident obstetrician, resident pathologist, assistant resident physician, assistant resident surgeon, assistant resident gynecologist, assistant resident obstetrician, assistant resident pathologist, and every house medical officer. It is in reality an up-to-date directory of every medical man who is or has been connected with the hospital since its opening. It will be of the greatest value in succeeding years.

1904

(February 1, 1904—January 31, 1905)

Dr. Hurd in his report for this year refers to the new clinical building.

The amphitheatre and surgical building, to which reference was made in the last report, were completed and made ready for occupancy in October, 1904. A full description was given in the last report, and need not be repeated here.

The building has proven extremely useful, and has added very much to the convenience of the surgeons in their operative work, and has afforded needed facilities for those who are engaged in teaching.

The basement of the building has been fitted up for a genito-urinary clinic, under the charge of Dr. H. H. Young.

The new surgical building and clinical amphitheatre were formally opened on October 5, 1904. Appropriate addresses were made by Henry D. Harlan, president of the Board of Trustees; Dr. Lewis A. Stimson, of New York; Dr. T. Clifford Allbutt, of Cambridge, England; Dr. A. Jacobi, of New York; and Dr. D. C. Gilman, ex-president of The Johns Hopkins University. At the unveiling of the tablet in memory of Dr. Jesse W. Lazear, addresses were made by Dr. James Carroll, of the United States Army, and by Dr. William S. Thayer.

Dr. Hurd in this report also refers to the opening of the Phipps Tuberculosis Dispensary.

The Phipps dispensary was opened with appropriate ceremonies on the 21st of February of the present year. Short addresses were made by Mr. Henry Phipps; Dr. William Osler; Dr. H. M. Biggs, of New York City; and Dr. Henry Barton Jacobs, president of the Laennec Society, a society for the study of tuberculosis.

Mr. Phipps subsequently gave \$5000 to be used for the purchase of books and apparatus and for the endowment of the dispensary. Under the arrangements which were made, the sum of \$10,000 from Mr. Phipps's former donation was used in the construction of the Phipps dispensary, and the remaining \$10,000 was set aside as a permanent endowment.

1905

(February 1, 1905—January 31, 1906)

The effects of the fire were felt for a long period of time, and in Dr. Hurd's report to the trustees for the year ending January 31, 1906, we find the following reference to the financial stress that was still felt by the hospital:

The work of the hospital during the past year has been attended with unusual cares and anxieties, due largely to the disturbed finances of the institution, consequent upon a diminution of income. When the last report was presented, it was hoped that, by speedy rebuilding, increased rentals from the buildings which were erected might become available at an early day so that the necessity of pinching economy might be removed. Unfortunately, however, the expense and delays of rebuilding, due to the rush to erect a large number of buildings at the same time in the burnt area, rendered it impossible to regain the full income of the hospital during any portion of the year, and we are forced to conclude it with a large deficit. It is hoped that the coming year will be more prosperous.

RESIGNATION OF DR. OSLER

The departure of Professor Osler wrenched the heart-strings of each and all of the Hopkins family. Dr. Hurd in his report said:

In May last Dr. William Osler, who had filled the position of physician-in-chief to the hospital since its opening in 1889, resigned to accept the position of professor of medicine at the University of Oxford. This closed a most faithful, efficient and active service on the part of Professor Osler, covering a period of 16 years. During this time he had given himself untiringly to the work of the hospital and had won reputation as one of the most accomplished clinical teachers in America. Through his energy and foresight the organization of the medical service of the hospital was early perfected, and his long period of service enabled him to fully develop the plans formed upon his coming to the hospital. He was much beloved by his patients and by the members of the medical staff. The trustees in his departure have lost an inspiring and a stimulating personality. It is gratifying to know that he is to return at stated intervals to Baltimore, in order to keep himself in touch with the work of the hospital and of the medical school.

APPOINTMENTS OF DR. BARKER AND DR. THAYER

To fill the vacancy occasioned by the resignation of Dr. Osler, Dr. Lewellys F. Barker, of the University of Chicago, once an intern and later a resident pathologist in the hospital, and for several years a teacher in the medical school, was appointed physician-in-chief, and Dr. William S. Thayer, for many years resident physician at the hospital, and former associate in medicine, was appointed associate physician. Under the experienced guidance of these able men, it is confidently felt that the medical work of the hospital will continue with undiminished efficiency.

The accommodation for children in the past had been totally inadequate and through the coöperation of the trustees of the

Harriet Lane Home and those of the hospital it looked as if ample facilities would be afforded.

Miss Helen Skipworth Wilmer, a graduate of The Johns Hopkins Training School for Nurses, gave \$30,000 in memory of her father, and the trustees contemplated using this money in erecting an additional building for the accommodation of the ever-increasing number of pupil nurses.

Dr. Hurd in his report on these projects said :

By the will of the late Mrs. Harriet Lane Johnston, of Washington, a home for invalid children from the state of Maryland has recently been established with an ample endowment, to be known as the Harriet Lane Home for Invalid Children of Baltimore City. After considerable thought upon the matter, the trustees of the home deemed it wise to establish a working relation between the proposed institution and some well-organized hospital. Accordingly, upon mature consideration on the part of the trustees of The Johns Hopkins Hospital and of the Home for Invalid Children an arrangement has been made whereby the home will be placed as a children's hospital for medical and surgical cases upon the grounds of The Johns Hopkins Hospital. The hospital will provide a site for the building free of charge, furnish heat and light, and assume the maintenance and nursing of the children at a specified price. The home will remain under the charge of the Board of Trustees as established by its founder, and an agreement has been made which will insure a wholly harmonious relation between the two institutions.

In December last Miss Helen Skipworth Wilmer, of Baltimore, offered to the hospital the sum of \$30,000 to be used to erect a memorial to her father, the late Skipworth Wilmer, Esquire, a prominent citizen of Baltimore, and for a number of years a member of the Board of Trustees of The Johns Hopkins Hospital. Mr. Wilmer, during his entire connection with the hospital, felt a special interest in the education of nurses, and it seems peculiarly fitting that his daughter should thus desire to perpetuate

his memory. The trustees have accepted the gift, and propose to erect in connection with the nurses' home an additional building to be used as dormitories for the nurses.

Strangers going to and from the hospital often linger to examine the sun dial and in sunny weather to see how closely their watches tally with the dial.

Mr. George K. McGaw, one of the trustees of the hospital, has placed in the circle upon the terrace immediately in front of the hospital entrance an ornamental bronze sun dial upon a pedestal, after a novel design by Albert C. Crehore, of Yonkers, N. Y., and so arranged as to tell the time during the entire day as well as the time of sun-rise and sun-set throughout the year. This dial from its original design and beautiful workmanship is highly ornamental to the grounds of the hospital.

AWARD AT THE LOUISIANA PURCHASE EXPOSITION

In 1904 the Maryland Commission of the Louisiana Purchase Exposition made an appropriation of \$700 to defray the expenses of transporting and setting up an exhibit of The Johns Hopkins Training School for Nurses at St. Louis.

The exhibit was duly installed under the direction of Miss Ross, and excited much interest among those who visited the exposition. The grand prize, consisting of a diploma and a bronze medal, was awarded by the Board of Awards. Unfortunately, owing to the high price of labor and the difficulties incident to the transportation of the exhibit and fitting it up in St. Louis, an indebtedness of about \$350 was incurred, which was assumed personally by Mr. William A. Marburg, one of the members of the Maryland commission and a trustee also of the hospital.

CHAPTER VII
EXTRACTS FROM THE JOHNS' HOPKINS
HOSPITAL ANNUAL REPORTS FOR
1906-1911

1906

(February 1, 1906—January 31, 1907)

The report for 1906 was made by Dr. Rupert Norton, who had been appointed acting superintendent during the superintendent's absence. In his report to the trustees Dr. Norton says:

In the absence of Dr. Henry M. Hurd, superintendent, to whom you have granted a year's leave of absence to date from November 1, 1906, I have the honor to submit the following report on the work of the hospital during the year ending January 31, 1907.

Since the last report was presented the hospital has had a most successful financial year, and it looks as though the coming years would be free of many of those cares and anxieties which have troubled the hospital in the past; the present year ends with a small surplus to its credit.

Dr. Norton's report also chronicles the generous Marburg bequest.

Mr. William A. Marburg, Mr. Albert Marburg, Mr. Theodore Marburg and the Misses Marburg gave to the hospital the sum of \$100,000 in memory of their brother the late Charles Marburg. The money was expended in the erection of a four-story private ward called "The Marburg." This building has enabled the hospital to handle many more private patients than was heretofore possible.

DR. HURD'S VACATION

Early in November, 1906, Dr. Hurd commenced his well-merited year's leave of absence. He left for New York and there boarded a steamer for Havana. After a short stay in Cuba he journeyed to Mexico and remained there, visiting various points of interest, until January.

In January he returned to Baltimore, and in a short time left Boston for Europe accompanied by Mrs. Hurd, Miss Hurd and Miss Anna Hurd. Their first stop was at the Azores. They thoroughly enjoyed a visit to Gibraltar and to Algiers. They visited in succession the chief cities of Italy and also went to Sicily. After a stay at Lake Como they went to Switzerland. Here Dr. Hurd left his family and journeyed to England where he renewed many old acquaintanceships and visited the asylums and hospitals. He greatly enjoyed an extended tour through Scotland. Here also he was royally treated.

Leaving Scotland Dr. Hurd rejoined his family in Holland and attended the International Congress of Alienists in Amsterdam.

He returned to America thoroughly rested and greatly pleased with what he had seen during his happy year of leisure. He resumed his hospital duties on November 1, 1907.

1907

(February 1, 1907—January 31, 1908)

In the report for the year ending January 31, 1908, Dr. Hurd refers at length to the Training School for Nurses and dwells especially on the loss the hospital had sustained through the resignation of Miss Nutting.

The Training School for Nurses during the past year has been called upon to part with its superintendent and principal, Miss M. Adelaide Nutting, who had ably supervised its work since 1894, when she succeeded Miss Hampton, now Mrs. Robb, upon the resignation of the latter. . . .

Miss Nutting, her immediate successor, graduated from the first class of nurses trained by Mrs. Robb, and subsequently held important teaching positions in the school. Her connection with the school in fact as pupil and teacher covered a period of about 18 years, and during this period she inaugurated many improvements in the methods of teaching which contributed much to the evolution of the school as we have it at present.

Hence, when Miss Nutting decided to accept the call to the Chair of Institutional Management in Columbia University, it was generally recognized that the training school had lost a most valuable officer, whose place would be filled with great difficulty. The best wishes of the trustees, officers and pupils of the hospital and school for her success accompany her in her new field of labor.

It is gratifying to be able to add that Miss Georgina C. Ross has taken up the work which Miss Nutting laid down, and has prosecuted it with intelligence and vigor. She, like Miss Nutting, had been connected with the school for many years. She was trained here as a nurse, and after her graduation had filled many positions in connection with the school. As acting superintendent she has had charge of the school for several months, and has discharged a difficult range of duties with discretion, faithfulness and efficiency.

THE DEPARTMENT OF SOCIAL SERVICE

Dr. Hurd in this report referred at length to the social service department which had just been inaugurated.

It has long been evident that the work of the hospital, both in its wards and in the various out-patient services, has been

incomplete by reason of the limitation of the sphere of physicians and nurses, who, from the nature of their connection with patients, necessarily confine themselves to the treatment and care of their physical ailments only. When the care of the hospital is withdrawn and the patients return to their homes, they frequently lose the benefit which they receive, because of bad social conditions, lack of proper food and improper hygienic surroundings. With the hope of relieving many of these conditions and helping to render permanent the good received while under treatment, the trustees of the hospital, largely through the initiative of Mr. John M. Glenn, one of their number, for many years closely identified with the public and private charities of Baltimore, have established a department of social service under the special charge of Miss Helen B. Pendleton, for many years a trusted and efficient agent of the Charity Organization Society of Baltimore. It is her duty to look after those persons who need something more than medical advice and prescriptions, and to bring them into relation with such charitable agencies or philanthropic persons as will enable them to improve their former unfavorable conditions of life. She has in her work the advice and council of Dr. Charles P. Emerson, who has for several years organized and directed a very extensive friendly visiting work among the poor of East Baltimore, and the assistance and active coöperation of a large number of friendly visitors from among the medical students of The Johns Hopkins University and other charitable workers.

The work under Miss Pendleton is still in its infancy, having been fully inaugurated only in September last, but its success already has been gratifying and encouraging. A kindred but less comprehensive work on the part of the officers of the hospital and the medical students of the university, as before intimated, had been carried on under Dr. Emerson's efficient and wise direction during the past five years.

1908

(February 1, 1908—January 31, 1909)

THE PHIPPS PSYCHIATRIC CLINIC

Dr. Hurd's report for the year ending January 31, 1909, speaks of the Phipps Psychiatric Clinic.

The Phipps Psychiatric Clinic, which was given by Mr. Henry Phipps last June, will soon be begun, and arrangements for the conduct of this department upon the completion of the building have been satisfactorily settled. The architect, Mr. Grosvenor Attebury, of New York, has the working plans well under way.

This is the most important gift that the hospital has received since its original foundation, and one which will undoubtedly add much to its usefulness. It is a matter of great satisfaction that we have been able to secure Dr. Adolf Meyer, of New York, as director, a man who in knowledge and experience ranks with the first men in the United States and Europe in his special calling.

The superintendent's report for the year ending January 31, 1909, contains three reports of exceptional merit—Report of the Phipps Dispensary Nurse; Report of the Phipps Dispensary, and the First Annual Report of the Social Service Department. These clearly show how much the hospital is doing for the welfare of the citizens of Baltimore in their own homes.

1909

(February 1, 1909—January 31, 1910)

In the report for the year ending January 31, 1910, is a splendid record of the work done by the new social service department.

To Dr. Henry M. Hurd, Superintendent of The Johns Hopkins Hospital:

SIR.—The second year of the social service department ending February, 1910, shows a decided growth in the work. There are

now 980 cases recorded as compared with 414 in the preceding year. . . .

That the hospital physicians recognize the usefulness of this department is shown by the increase in the number of cases referred to us from the wards. During the first year there were 48 cases, this year there have been 123. . . .

MARGARET P. BROGDEN,

In charge of

social service department.

1910

(February 1, 1910—January 31, 1911)

Dr. Hurd's report for the year ending January 31, 1911, refers to the resignation of Miss Ross, the superintendent of nurses and the appointment of her successor:

At the beginning of the fiscal year Miss Ross, in consequence of ill health, resigned her position and Miss E. M. Lawler was appointed superintendent of nurses and principal of the training school in her place. Miss Ross had been connected with the hospital since her graduation in 1894, and had served faithfully in many capacities in nursing service. She devoted herself assiduously to her work, and her failure in health was much deplored by all connected with the hospital. Her successor, Miss Lawler, is also a graduate of the training school, and for a time was assistant superintendent. Later she held responsible positions in connection with hospitals at Toronto, Ontario, Niagara Falls, N. Y., and Pittsburgh. Her training has been varied, her opportunities for acquiring familiarity with the duties of superintendent have been unusual, and she consequently comes to us an expert teacher. She has now given nearly a year's faithful service to the hospital, and her success gives every prospect of continued and increasing usefulness.

THE PROFESSOR OF PSYCHIATRY

In this report Dr. Hurd also referred to the development of the psychiatric department and to its director who had recently joined The Johns Hopkins Hospital staff:

The professor of psychiatry, Dr. Adolf Meyer, has been appointed psychiatrist to the hospital, and although the psychiatric clinic is not ready for occupation, Dr. Meyer has been able to do very effective work in connection with the hospital wards and the out-patient department. It seems fortunate that prior to the opening of the Phipps Psychiatric Clinic it has been possible to utilize his services in connection with various charitable agencies in Baltimore. There is reason to anticipate when the clinic is opened that these relations may be productive of great good by promoting coöperation with the clinic on the part of many charitable organizations.

In the report for 1910 Dr. Hurd gave a complete list of the large gifts made from the opening of the hospital in 1889 up to the end of 1910.

1911

(February 1, 1911—January 31, 1912)

THE RESIGNATION OF DR. HURD

In the 23d report of The Johns Hopkins Hospital for the year ending January 31, 1912, on the page headed "Trustees" we find: President, Henry D. Harlan; vice-president, William A. Marburg; treasurer, John C. Thomas; secretary, Henry M. Hurd, M. D. On scanning the report still further we read [page 27]:

In May, 1911, Dr. Henry M. Hurd resigned from the superintendency of the hospital to become secretary of the Board of Trustees, and Dr. Winford H. Smith, general medical superintendent of Bellevue and Allied Hospitals, in New York, was appointed his successor.

Dr. Hurd was the first superintendent of the hospital, and held the office for 22 years. Dr. Hurd's wise administration, his high ideals, his example and his readiness at all times to give of his knowledge to others, have contributed largely to the general development of hospitals throughout the country.

The man of small calibre is prone to pick out as his successor one who has even less ability than he possesses—one who by contrast will compare unfavorably with him. The man of vision, on the other hand, is anxious to have the work that he has carried on so successfully continue to broaden out and will suggest for the post he is relinquishing the best available man. Dr. Hurd with his usual good judgment of men recommended the best man he could find. The wisdom of his choice has been continually evident and it has ever been a delight to see how happy and how proud Dr. Hurd has been of the well-merited success of his successor, Dr. Winford H. Smith. Dr. Hurd's pride has been akin to that of a father who views with the greatest satisfaction the striking achievements of his son; the more he accomplishes and the greater recognition his work receives the happier he is.

CHAPTER VIII

DR. HURD IN HIS RELATIONS WITH THE
HOSPITAL STAFF

When The Johns Hopkins Hospital opened there was no medical school from which to draw hospital interns and they consequently were continually recruited from all parts of the United States and Canada. This system had its advantages. Nearly every man came from a different school. The men compared notes, told one another of the methods in vogue in the school or hospital from which they had come, and thus each man soon became fairly familiar with what was being done in a medical way all over the country.

Some of these interns had had several years' training or by instinct immediately dropped into line. There were others of us who were young and immature and who needed careful and persistent training. Dr. Hurd was a past master in stimulating the house men to do their best. He did not mollycoddle them in the least. This good old state of Maryland is celebrated for its Maryland or beaten biscuits and it is a well-known fact that the more they are hammered in the making the better they are. Dr. Hurd with his keen perception soon learned this fact and he applied the principle to good purpose in his training of these men.* By a gentle but firm hint here and a rather emphatic suggestion there he soon

* I had often heard of an interesting interview the superintendent had with an incoming group of interns and also vague

transformed the raw recruit into a splendid house officer. Some of the men in the beginning hardly knew just how to take this discipline, but in a short time all thoroughly appreciated the value of the standards set by the superintendent, and they would, later on, view with amusement and pleasure the probationary period of those who came after them. One and all soon came to realize that Dr. Hurd was their best friend. Many a time when one of the interns was in deep water—when illness occurred at home and he was called suddenly away, some one would quietly slip up beside him, place his hand on his shoulder and casually say “ Can’t I do something for you ? ”

accounts of a very apt story related by the director on that occasion. I asked Dr. Hurd if he would mind repeating it. Here it is:

“ THAT STORY ”

“ When the men who had been selected for the positions of interns at The Johns Hopkins Hospital out of the first graduating class of The Johns Hopkins Medical School came on duty, they found an organization for their work which had already been in successful operation for about eight years. They were bright enterprising students who were peculiarly receptive to all new ideas and much inclined to adopt them with little regard to their bearing upon the former routine of hospital service. As all were men of marked ability, some of the innovations which they wished to inaugurate were improvements without doubt and made for better service, but the general effect of their combined action caused confusion and a lack of co-ordination in the different departments. In fact, since the changes of hours of duty and general methods of work caused so much trouble, it was felt that some steps were needed to check a similar individualism on the part of equally active and zealous young men who were to enter hospital service in succeeding years. After the interns for the coming year had been appointed I called them into my office for a friendly talk about their duties and without referring to the

"Don't you need some money?"—many a man has had his load greatly lessened by this quiet, unostentatious friend.

A former student recently told me that toward the close of his second year he had reached the end of his resources and was preparing to leave the medical school and go to work.

Just after he had packed up and was arranging to leave that night Dr. Hurd met him in the hall and said, "By-the-way, I have been wanting to ask you how your father's estate has turned out," and the young chap told him the facts. Dr. Hurd took him into his private office, told him he must under no circumstances give up his studies and insisted on

embarrassments of the past year I rehearsed the tale of the small boy who while on his way to school trudging through the deep snow was overtaken by a gentleman, in a fine turnout with a dashing span of horses, who kindly asked him to ride with him. The invitation was joyfully accepted and the boy was soon making fine progress when the idea occurred to him that the driver of the horses was not driving them properly. He knew that he could drive them much better and suggested a transfer of the reins to him in order that he might display his superior skill. To his great surprise and discomfort his host stopped his sleigh and gravely but decidedly informed him that an invitation to ride did not carry with it the privilege of driving and that he might get out if he thought otherwise. I added that it gave the management of the hospital much pleasure to know that they were willing to ride with us during the coming year and I felt sure that such a journey together would be of great service to them and to the hospital, but I deemed it my duty to say frankly that the management of the hospital must do the driving and would continue to do so in future as it had in the past.

"The parable was promptly and correctly interpreted and there was never any difficulty in this respect with the interns at the hospital. They have always been loyal and coöperative in measures calculated to add to the efficiency of the hospital."

furnishing him with sufficient funds to see him through to the end of the college year, and next year saw that it was possible for him to continue his studies. This young man is now one of the most promising investigators in this country. He told me that he knew of at least five or six other students who had also been helped out by the same generous superintendent.

Dr. Hurd did not hold himself aloof from the house staff, but after the evening meal often dropped into the reading room to have a chat with the men congregated there. Every now and then an informal invitation came to dine with Dr. Hurd, Mrs. Hurd and his daughters. These were red letter occasions—events never to be forgotten.

Every one of the men who was connected with the hospital during Dr. Hurd's time has a vivid recollection of that tall, slender figure passing silently down the corridors with his head bent slightly forward and apparently walking on air, his tread was so light. He rarely was content to mount the stairs one step at a time, he invariably went up two at a time with his arms outstretched as if he contemplated an aerial flight.

Celebrated men who are closely associated with large numbers of young men are often given a special name as a mark of the esteem and affection in which they are held. When the men of the hospital staff of 20 years ago gather together and discuss old times they always refer to "Uncle Hank" with the warmest regard.

The visitor to the hospital—the one who comes to stay a few weeks or months—while impressed by the good work done in the various departments and by the original articles published by the hospital is more impressed by the spirit of coöperation and good fellowship that exists in the hospital and medical school. Dr. Hurd and the "Big Four"—Drs. Osler, Halsted,

Kelly and Welch—have in large measure been responsible for this delightful atmosphere.

Many of the senior members of the hospital staff have been geniuses and it is a well-known fact that geniuses frequently become so engrossed in their individual subject that they are temporarily totally oblivious to the fact that other people have to be considered and that these people have precisely the same rights and privileges as they. A tactful, gentle but firm tug emanating from the superintendent's office would awaken such an individual from his revery. It was this absolute fairness on the part of Dr. Hurd that won for him the confidence and affection of the senior staff. They knew that they would always get a square deal.

Dr. Hurd's relations to the trustees have always been most pleasant. The trustees in their selection of the first superintendent looked the field over for the most able hospital executive they could find, and, when they had selected Dr. Hurd and he had accepted, they wisely abided by his mature judgment on all medical matters, and when he felt that it was wise for him to relinquish the exacting duties as superintendent of the hospital they insisted that he retain a connection with the institution and made him secretary of the Board of Trustees.

As we look back, it does seem a pity that Dr. Hurd did not have an assistant to relieve him of the many time-consuming and incidental details connected with his office. It was not until the last few years of his life in the hospital that he was relieved of these by the appointment of the late Dr. Rupert Norton as assistant superintendent.

Dr. Hurd was an ideal superintendent. In addition to the satisfactory administration of the hospital he was deeply interested in the fundamental education of the medical student

and of the nurse. He was continually stimulating the house officers to do their best and was ever mindful of the welfare of the patient. He was no bureaucrat, but a man who had the interest of all connected with him at heart.

CHAPTER IX

PAPERS PUBLISHED BY DR. HURD WHILE
SUPERINTENDENT OF THE JOHNS
HOPKINS HOSPITAL

Most men after caring for the many details of such a large institution as The Johns Hopkins Hospital and editing the *BULLETIN* and *Reports* would find little or no time for other labors; not so with Dr. Hurd. With the indomitable energy which has always been so characteristic of him he kept right on with his literary work, each year writing one or more articles. His papers have in large measure been limited to four main subjects—psychiatry, hospital management, medical education and the education of the nurse.

In 1890 we find in the *Maryland Medical Journal* a paper on "Periodicity in Melancholia." Dr. Hurd in the same year was chairman of the Committee on Hospitals for the United States and made his report at the National Conference of Charities and Corrections held in Baltimore, May, 1890. Immediately after reading this report he addressed the assemblage on "The Relation of the General Hospital to the Medical Profession." In this address he clearly outlined what the general hospital should stand for. His ideas for that period were so advanced that I quote them.

The mission of the general hospital may be summarized to be: (1) To furnish medical treatment and proper nursing to the sick poor, and especially to the homeless and friendless; (2) to furnish similar treatment to those who are able and willing to pay for it, and especially to those who are without families and

homes; (3) to provide aseptic operating rooms where antiseptic surgery may be done with full confidence in its results—this confidence being based upon the knowledge that all scientific requirements have been met by proper construction and thorough management; (4) to provide instruction in and full demonstrations of the most approved methods of treatment of the sick to medical students and medical men; (5) to train capable, high-minded, self-sacrificing women as nurses; and finally (6) to advance medical study and increase medical knowledge.

It is evident that the old-time idea that the hospital is designed for the destitute and homeless alone must be materially modified to meet the present exigencies of modern life. Many persons in moderate circumstances live comfortably as long as they can labor and produce, but, when ill, can procure skilled medical attendance and proper nursing only at the cost of future debt and a weary struggle to pay the obligations incurred. The expenses of living are constantly increasing [1890] and the competition of modern life is intense, so that the majority of laboring men, of necessity, spend their earnings as they receive them, with little prospect of laying up a reserve for the traditional "rainy day." Hence, whether it be considered a good policy or not, provision must be made to care for many of these wage-earners in public hospitals in the event of long continued or serious illness. The same is true of the more wealthy classes. Many of them cannot procure at home the constant medical care and the thorough nursing required, and certain portions of the public hospital must be set apart for them.

In the *Transactions* of the Medical and Chirurgical Faculty of Maryland for 1891 appears a memoir to the late Richard Gundry, a well-known asylum superintendent and later a member of the Faculty of the College of Physicians and Surgeons of Baltimore. Dr. Gundry was an old and valued friend of Dr. Hurd.

In the *American Journal of Insanity* for 1892 Dr. Hurd published an article on "Journal Clubs." In this paper he

spoke most enthusiastically of the value of such clubs and pointed out how they should be conducted:

For the success of a journal club it is essential:

1. That the work be made obligatory. It will not do to rely upon a zeal for study which may be cooled by other duties or by social obligations. The work should be made a part of the regular routine of the institution, and should not be pushed aside by any trivial matter. The same rule which governs excuses from any regular professional duty should govern all absences from the journal club. No new man should be added to the staff who does not intend to devote himself as loyally to this as to any other hospital or asylum duty. If outsiders are admitted—and I should say the more the better—they should come into the work under the same conditions.

2. A definite hour which will be reasonably sure to be free from interruption should be selected, and rigidly adhered to. Such an hour ought not to be at the close of an exhausting day's work.

3. The proceedings should be informal, and free discussion should be expected. The journal study should have the widest possible range. French, German and Italian journals should all be laid under contribution.

4. The work should be thoroughly supervised by the superintendent or some person whom he may select. Whoever takes charge of the club ought specially to prepare himself to sum up each subject and to present its practical bearings upon the better study or the better treatment of insanity. This will often involve study and extra exertion; but such mental effort is recreative, and a grateful change from routine work.

The advantages of a journal club are manifold. A few of them may be mentioned:

1. It develops a spirit of professional study among the members of the hospital or asylum staff. The spirit of investigation and inquiry is easily lost unless special efforts are made to develop it. This is especially true where routine duties constantly press themselves upon the attention. Unless a spirit of study

and inquiry is sedulously cultivated among the younger members of a medical staff, the zeal for professional advancement speedily disappears.

2. It provides for the systematic acquisition of knowledge by a division of labor; and the least possible waste of time on the part of each person concerned. This is an age of coöperation in literary work. Library and subject catalogues are undertaken by associated laborers; and enterprises which would be impossible to an individual become practicable to the many. Witness the success of H. H. Bancroft's gigantic historical enterprises. The work which he has finished by the aid of collaborators would have consumed 400 years of individual effort, had such a length of years been granted to the head of the undertaking. It is in keeping with the spirit of modern study to economize time and effort by multiplying workers. Psychiatry and neurology are so vast that each student cannot read the good, the bad and the indifferent. The grain should be winnowed before it is gathered into storehouses.

3. It supplies a common field of study where the members of the staff may meet for contact of mind with mind. By means of it, individual tastes and aptitudes for study may be utilized for the common good. It gives a broader professional aspect to asylum work by bringing each member of the staff into relation with the whole field of psychiatry. It also effects the readier training and more speedy assimilation of new members of the staff. Young men come to asylum work fresh from medical schools and hospitals with a keen zest for scientific work. This should be utilized, and habits of regular study in lines of psychical research should be acquired as speedily as practicable. The journal club will also contribute materially to the unification of a staff which may have been brought together from different schools of medicine. This is too often neglected in large asylums.

In 1892 Dr. Hurd published an article on "Post-Febrile Insanity." After discussing the subject in detail he recorded three cases of this character that had occurred in The Johns Hopkins Hospital, one after laparotomy for removal of dis-

eased ovaries, one following pneumonia and a third during convalescence from typhoid fever.

In 1893 we find an article entitled "The Relation of Hospitals to Medical Education." This appeared in the *Boston Medical and Surgical Journal*, cxxix, p. 141.

In the medical writings of a physician one rarely has the opportunity of catching a glimpse of the personal charm or of the depth of sympathy of the writer. On October 14, 1894, a meeting was held in memory of the late George Huntington Williams, professor of geology in The Johns Hopkins University. Dr. Hurd had known him since he was a boy and was closely related to him by family ties. Dr. Hurd's tribute to his deceased friend brought out vividly that personal charm and sympathy which has always so endeared him to those with whom he has been closely associated.

In 1894 Dr. Hurd published a lengthy article on "Some Mental Disorders of Childhood and Youth," and in the *Bulletin of the American Academy of Medicine*, 1895-6, an article on "Laboratories and Hospital Work."

In the *Maryland Medical Journal* for 1896 we find a second article on "Paranoia."

In the *American Journal of Insanity* for 1895-6, p. 477, Dr. Hurd says:

It has been the custom of the *Journal of Insanity* during more than half a century to publish full details of new institutions erected for the better care and treatment of the insane; hence the recent opening of the new McLean Hospital at Waverly, near Boston, calls for more than a passing notice.

Dr. Hurd then describes in a most interesting manner this large institution for the care of the insane. He also gives illustrations and plans of the various buildings. The paper is a most complete one, occupying 26 pages.

On February 17, 1897, Dr. Hurd gave an address on "Hospital Organization and Management" before the Training School for Nurses at the hospital of the University of Pennsylvania. This was published in the *University Medical Magazine*, ix, p. 488. It contains much of interest and I quote some of the remarks made by Dr. Hurd on that occasion.

I cannot resist the temptation to say a word respecting the improvements which have been made in hospital construction during the past 30 years. These improvements I believe to be largely due to the experience of the Crimean War in Europe and of the Civil War in America. The first gave us training schools for nurses and trained nurses, and the latter improved hospital construction. These waves of progress from the East and West crossed the ocean in turn and brought to the whole world better facilities for the care of the sick and better methods of treatment.

The most noteworthy improvement in hospital construction has been in the direction of better sites for buildings, which are no longer crowded into narrow, dingy streets with unpleasant surroundings, and amidst insalubrious and unsanitary conditions, but are placed in open squares, in commanding situations, where sunlight and fresh air can freely come upon their joyous and health-giving missions.

The buildings themselves are more scattered, and sickness and suffering are diluted by differentiation and segregation rather than concentrated by piling one ward upon another. Hospital wards also have been more conveniently arranged to do their appointed work, and have had comforts and conveniences in the way of service-rooms, tea-kitchens, rooms for the dangerously ill and dying, and the like, which have contributed immeasurably to the comfort of the sick. Special efforts have been made in the construction of wards to provide for heating, ventilation, the isolation of infectious, harmful, or offensive patients, and for all sanitary needs. Laboratories for the investigation of disease have also been built and fitted with instruments of precision for the more accurate and scientific study of disease processes. Operat-

ing rooms have been planned and erected at lavish expense to carry out as strictly as in a laboratory all the requirements of antiseptic surgery. Disinfecting plants have been joined to every hospital to destroy the germs of disease and to prevent the transmission of infection from one patient to another.

It is related that a surgeon-general of the United States Army, now deceased, once stated that it was no part of the work of the army medical corps to study disease or to engage in any work of research, but rather to cure sick soldiers, forgetting that the cure of sick soldiers is more promoted by the spirit which leads to the study of disease than by the narrow view that the individual soldier at morning sick-call alone should engross the attention of the army surgeon.

The best method of keeping the torch of knowledge lighted is to pass it along from hand to hand. Hence I have little sympathy with those who deplore the use of hospital wards as means of instruction. They should be used for the training of nurses and for the instruction of medical students, and by their very use for these purposes their efficiency for the cure of disease will be augmented.

In a well-ordered hospital, as in a well-ordered state, there should be an ultimate and final authority, a proper subdivision of duty, and a thorough adjustment of all portions of a complex and often cumbrous mechanism to its special uses. It is the part of a Board of Trustees to establish the policy of the hospital, to give an impetus to the machinery, to oil and readjust it from time to time, to watch its operations, and to scrutinize its results.

A friend of mine used to say that responsibility without power is weakness. Responsibility and authority must go hand in hand.

If I were asked to indicate the best machinery for hospital government, I should say a Board of Trustees to be sovereign and responsible for the whole institution, a medical board to advise the trustees in all medical matters, a chief executive officer to be known as director, secretary, or superintendent, whose duty it should be to coördinate and supervise all other departments,

a purveyor to look after food-supplies, a matron to supervise the household and a superintendent of nurses to have charge of the training school and the nurses. Under these heads of departments there should be subordinate chiefs of departments, like the engineer, chief cook, laundry man, diet-school teacher, store-keeper and the like.

A word as to discipline. From the character of the work of a hospital and the necessity of the development of kindly instincts and humane methods of thought and action among all employés, it is unwise to establish and enforce a semi-military discipline or even one which would be practicable or advisable in a railway, a large factory, a corporation, or other business enterprise. There should be a rigid discipline and a strict accountability for the performance or neglect of duty, but this discipline should be sustaining in its nature and calculated to develop the individual. Through its kindly control the thoughtless or untrained nurse or employé should be led to a higher level of conduct and feeling until her better nature becomes the governing power. To many hospital employés the life becomes truly educational, and the officer who does not strive to make it so fails of an important duty. A wisely directed enthusiasm, a kindling of the moral nature, a glimpse of a higher, broader, and more satisfying life can thus be given to all who have to do with the sick in the hospitals. Hospital work, when done with loving, eager enthusiasm, blesses the patient and the nurse alike. It should be the aim of all to do charitable work in a charitable, kindly way. I have little patience with those who look upon the medical treatment of the sick in hospitals as a business matter only, and the nursing of the sick as an avocation, a trade, a preparation for getting a living, a matter of hours on duty to be endured as patiently as possible for the relief which is afforded by getting through with them. Unless the care of the sick can be glorified by sympathy, kindly feeling, enthusiasm and personal interest it becomes drudgery and heartless routine. Hence the necessity of developing the best instincts of all who have to do with the sick by a sustaining, fostering and kind discipline which regards the individual and not the mass.

Much of the alleged lack of sympathy sometimes complained of on the part of the hospital physicians, nurses and employés, I believe to be due to overwork.

In 1897 Dr. Hurd and Dr. John B. Chapin, physician-in-chief and superintendent of the department for the insane of the Pennsylvania Hospital of Philadelphia, Pa., were asked by the "Joint Select Committee to Investigate the Charities and Reformatory Institutions in the District of Columbia" to make a report on the hospitals of the District of Columbia. This they did and their findings were embodied in a paper presented to the committee on November 24, 1897. This report embraced a full description of the Asylum and Alms-house Hospital; the Children's Hospital; the Columbia Hospital for Women and Lying-in Asylum; the Central Dispensary and Emergency Hospital; the Freedman's Hospital; the Garfield Memorial Hospital; the National Homœopathic Hospital and the Home for Incurables. The report is an exhaustive one. It points out the excellent features in each institution, draws attention to the weak spots, and makes numerous admirable recommendations looking to the more systematic and the better handling of patients in the District of Columbia.

In the *Albany Medical Annals* for February, 1898, we find an article entitled "The Medical Service of Hospitals," and in the *Maryland Medical Journal* for 1898-9 Dr. Hurd considers "The Non-Medical Treatment of Epilepsy."

At a meeting of the Gynecological and Obstetrical Society of Baltimore, December 13, 1898, Dr. Hurd gave a paper on "Post-Operative Insanities and Undetected Tendencies to Mental Disease." This article appeared in the *American Journal of Obstetrics*, Vol. xxxix, 1899. It is interesting

to read Dr. Hurd's views on the subject. They are of much importance to the laity as well as to the surgeon.

Post-operative insanity may be considered a complex affair, comprising symptoms which may differ in cause, manifestation, course and termination. There would seem, in fact, to be little ground for the use of the term, were it not for the existence of infectious processes accompanied by delirium or prolonged depression. In other words, if an operation is free from septic infection in a case destitute of any tendency to insanity, there can be no ground to think that the operation *per se* produces mental disease or that the insanity is post-operative in the sense that the operation bears a causative relation to the insanity. There are disturbing factors, it is true, in connection with surgical operations, which may be competent to produce an insanity, and I will briefly refer to some of them; but the insanity which they produce can only be considered post-operative in point of sequence rather than of causation. It is unquestionable that the prolonged use of anæsthetics like ether, chloroform, or nitrous oxide has produced excitement, delirium, mental confusion, and often prolonged mental alienation without the accompaniment of any operation whatever. Instances are also not at all uncommon where, following an operation, excitement has followed the local application of iodoform, the instillation of atropia or the administration of the salicylate of soda, and where, notwithstanding the surgical operation, the symptoms of insanity subsided wholly upon the withdrawal of the intoxicating agent.

Similarly, we may have mental symptoms following an operation clearly ascribable to shock, loss of blood, excessive exhaustion from the fatigue of a constrained and unnatural position, long-continued vomiting from an anæsthetic, or abstinence from food owing to anorexia. There may also be a poisoning of the blood and consequent interference with proper cerebration from defective action of the kidneys, due wholly to the withdrawal of water by the mouth lest it may excite vomiting after an abdominal operation; or the anæsthetic may have caused a transitory nephritis with accompanying loss of kidney function. These and

similar causes which are not surgical in character, but are necessarily an accompaniment of a surgical operation may produce insanity which cannot in any manner be differentiated from actual post-operative insanity due to infection.

In 1899 Dr. Hurd was president of the Medical Psychological Association. On that occasion he took as the theme for his address "The Teaching of Psychiatry." That his interest in the care of the insane never flagged is clearly shown by the fact that from the first meeting of this association in 1879 up to the time of his presidency in 1899 he had missed but two annual meetings.

In this address he paid a touching tribute to an old friend:

While engaged in writing this address the crushing news comes of the sudden death of Dr. Godding. It is difficult to realize that our noble-hearted and cultivated associate has gone from earth. He had a poet's soul, the charity of a saint and the heart of a child. He loved poetry, literature, art and music; above all, he loved his fellow-men.

In 1900 Dr. Hurd published a splendid article entitled "Hospitals, Dispensaries and Nursing." At the end of this paper he gave a list of the principal hospitals of the United States that had been established during the last century.

In the *Bulletin of the Iowa State Institution* for 1901 appears a paper by Dr. Hurd entitled "Reception Hospitals for Cases of Acute Insanity."

On November 21, 1901, Dr. Hurd delivered an address on "Psychiatry in the Twentieth Century," at the opening of an additional building at the New Jersey State Hospital at Morris Plains. After paying a tribute to the late Miss Dorothea L. Dix, whose work had been such a benefit to New Jersey as well as to the entire country, he sketched the gradual changes that had taken place in the treatment of the insane

in the United States. He then pointed out where improvements might with profit be made in the handling of mental cases. The pith of his remarks is contained in his concluding paragraph:

The future of psychiatry in America is bright with hope. The era of foundation and construction is nearly over; institutions have been evolved, developed and perfected; pathological institutes have been established and liberally equipped and supported; trained men with broad learning and technical knowledge have been raised up for special study, and an earnest spirit of investigation has been developed. We are on the threshold of new discoveries and important improvements in the treatment of the insane.

CHAPTER X

PAPERS PUBLISHED BY DR. HURD WHILE
SUPERINTENDENT OF THE JOHNS'
HOPKINS HOSPITAL (CONCLUDED)

In 1902 Dr. Hurd addressed the graduating class of the training school of the Garfield Hospital at Washington, D. C. He took as his theme "The Educated Nurse and Her Future Work." This paper was later published by the Friedenwald Press in Baltimore. It should be carefully read by every undergraduate and graduate nurse. It will also give to the lay reader a very clear idea of what real nursing means—it portrays in no uncertain terms how much the medical profession owes to the trained nurse.

Dr. Hurd gave a charming address on "The Duty and Responsibility of the University in Medical Education," at the graduating exercises in the Yale Medical School on June 23, 1903. After briefly considering the subject of his discourse he said :

To discuss an educational question before university men suggests the appropriateness of the quotation from Confucius with which an eminent scientist once prefaced an address made under similar circumstances: "Avoid the appearance of evil: do not stoop to tie your shoe in your neighbor's melon patch." A member of the teaching staff of one of the newest schools of medicine ought to display a degree of modesty in the presence of medical teachers whose thoughts and activities have been molded by the traditions of one of the oldest medical schools in the United States, the sixth in point of time of establishment, and should

hesitate above all to urge the duty and responsibility of a university in medical education.

Perhaps I may also plead in mitigation of my indiscretion a degree of hereditary relationship to Yale in the fact that my father graduated here in medicine in 1830; my grandfather was a student about 1795, but did not graduate; my great-grandfather graduated in 1778; and my great-great-grandfather in 1739, and may speak as one whose speech can be tolerated because of kin, albeit remote.

In his remarks directed especially to the graduating class he said:

In your chosen profession be students and productive workers always. Do not look for speedy results and do not be discouraged if the secrets of nature are not wrested from her jealous grasp without a severe struggle. The foundations of our art are broad and deep, and the superstructure should be erected slowly and with care, by accurate observation of disease and painstaking deductions. In your life as physicians be prepared for trials, disappointments and adversities. Take for your motto the words written by Sir Thomas Browne, that eminent physician, more than two centuries ago: "In this virtuous voyage of thy life hull not about like the Ark without the use of Rudder, Mast or Sail and bound for no Port. Let not disappointment cause Despondency nor difficulty Despair. Think not that you are sailing from Lima to Manilla, when you may fasten up the Rudder and sleep before the Wind; but expect rough Seas, Flaws, and contrary Blasts; and 'tis well if by many cross Tacks and Veerings you arrive at the Port; for we sleep in Lyons Skins in our Progress unto Virtue and we slide not but climb unto it."

Have a purpose and carry it out with fortitude. There can be no more absorbing or inspiring career than is afforded by the study of medicine at the present time. The scaffolding reared by countless workers during thousands of years around the fair temple of medicine, necessary for the building doubtless, but concealing its proportions and too often defacing its beauties, has been swept away, and for the first time it is permitted to

us to know something of the dimensions and architectural possibilities of the completed edifice. Can there be a nobler aspiration for any man than to assist in the completion of the work of transforming the ancient art of healing into the science of medicine?

In 1902 Dr. Hurd was the chairman of the Section on Neurology and Psychiatry of the Medical and Chirurgical Faculty of Maryland. At a meeting of the section held November 14, 1902, he took for his subject "The Future Policy of Maryland in the Care of Her Insane." When in Michigan he did not hesitate to tell the state just what her duty was in the care of the insane. In Baltimore he spoke out in the same fearless manner. He had carefully studied the situation in Baltimore and in the various counties. Maryland was far behind the times and at the meeting of the Medical and Chirurgical Faculty in 1897 a symposium on the state care of the insane had been arranged. The papers read on that occasion brought forth much resentment on the part of the state authorities.

Dr. Hurd in his address in 1902 pointed out what had been accomplished in the interim, but also stated in no uncertain terms that in many places throughout the state the conditions were still deplorable. He did not generalize, as is so frequently done, but was specific, mentioning the institutions at fault. He then indicated how these appalling conditions should be rectified.

A man who has the nerve and patriotism to come out boldly and draw attention to the glaring faults in his own state and at the same time to indicate the means by which these conditions can be ameliorated is without a doubt a most valuable man in his community—he is a real citizen.

Dr. Hurd's concluding paragraph addressed to the medical profession was peculiarly apt to the occasion:

Those who have read the recently published life of Pasteur (every physician ought to read it) must have been impressed by the fact that in the mind and life of this wonderful man scientific knowledge was invariably regarded as the hand-maiden of humanity. In the height of Pasteur's interest in the study of ferments, which opened the way to our present antiseptic surgical methods, he turned aside from his chosen work for five years to study the diseases of silk-worms, because of the sufferings of the people in certain portions of France consequent upon the destruction of the silk industry. His subsequent studies in puerperal fever, charbon, chicken cholera, plague and hydrophobia were inspired by a similar notion; to use his own words, "To give the heart its share in the progress of science." We may not be able to imitate Pasteur in scientific achievement and in broad and vivifying generalization from isolated scientific facts, but we can imitate his broad humanity and his desire to ameliorate the lot of the unfortunate. We can at present do no greater service to humanity and the commonwealth than to use our professional influence and personal effort to promote the hospital treatment of acute cases of insanity and appropriate state care for the insane poor of the chronic class.

All interested in the care of the insane should read this article in full. It appeared in the *Maryland Medical Journal*, February, 1903.

Thanks to Dr. Hurd and his colleagues the disgraceful condition that then existed has long since been corrected. The State Lunacy Commission, then more of an advisory board, now has ample authority and at the present time Dr. Hurd is the most valuable member of the commission.

In 1904 Dr. Hurd gave the address to the graduating class of the Training School for Nurses at the Albany Hospital. He took as his theme "Is Nursing a Profession?" This paper was published in the *Albany Medical Annals*, September, 1904.

In his address at the graduating exercises of the Lakeside Hospital School for Nurses in Cleveland, in 1906, his paper was entitled "Shall Training Schools for Nurses be Endowed?" This is a theme that is engrossing the attention of more than one institution.

In 1906 Dr. Hurd read a paper entitled "The Medical Organization of General Hospitals," before the eighth annual meeting of the Association of Hospital Superintendents. This article was published in the *National Hospital Record* in October of that year. At the annual meeting of the Canadian Hospital Association, held in 1908, Dr. Hurd spoke on "The Proper Length of the Period of Training for Nurses." This paper was published in the *American Journal of Nursing* in June, 1908.

In May, 1908, Dr. Hurd gave a paper on "Psychiatry as a Part of Preventive Medicine." This was published in the *American Journal of Insanity*, 1908-9.

The object of preventive medicine being to lessen the burdens of mankind by obviating preventable diseases, it is deemed appropriate at this time to inquire in what manner the experience of those who are familiar with the problems of psychiatry may be utilized to assist in this good work. It needs no elaborate demonstration to show the evils of insanity and the heavy public and private burdens which it entails upon every community. Next to alcoholism it is probably the most potent cause of pauperism and dependence.

The article is a most instructive and important one. The conclusions are particularly interesting:

The methods of rendering the teachings of psychiatry more effective to prevent disease should be:

1. To instruct children in the schools the art of healthy and useful living. Teaching should be more thorough and not re-

stricted to fit one to get on in the world, but rather to inculcate ideals which will give him a conception of the prime importance of self-control and moral rectitude. It should also include a knowledge of the dangers of immorality and intemperance.

2. To use the newspapers and the special reports of officers of institutions for the insane and defective classes, to scatter broadcast a knowledge of the laws of bodily and mental health, and the best means of preventing the development of mental disorders.

3. To give a better recognition of psychiatry in the curriculum of every medical school, so that physicians may become familiar with the diagnosis and treatment of insanity. To this end psychopathic hospitals should be established to give clinical instruction, so that the family physician may recognize insanity, may be able to scrutinize carefully the mental condition of neurotic children and may give wise advice upon all educational problems.

In the *Nursing Mirror* for 1908-9, Dr. Hurd published an important paper on "State Registration and the Education of Nurses in the United States."

On November 30, 1910, a Health Conference was held in Pittsburgh. On that occasion Dr. Hurd gave a short but most practical paper on "Coöperation Among Hospitals." In this address he emphasized the great value of coöperation. He said:

Hospitals are often established by too zealous friends for these medical men, or established hospitals fall under the dominion of two rivals in the profession. Under the circumstances, coöperation between the two hospitals becomes difficult and often impossible. I know many cities where such bitter feelings have in the past destroyed all hope of coöperation and where the friends of able physicians or surgeons formed two armed camps. Even the ladies become enlisted and fight under one or the other banner. I am glad to say, however, that the days of bitter rivalry between hospitals are passing away. The whole world is becoming more tolerant and the *odium medicum* is following the course of the *odium theologicum*. May its departure be as speedy.

In referring to the purchase of hospital supplies he mentioned a method that has given splendid results:

A very obvious form of coöperation is for all the hospitals of the city to adopt a common standard of ordinary every-day supplies and to arrange for their purchase through a common purchasing agent.

In the city of New York recently also an attempt has been made with very gratifying success to establish a hospital bureau, which is a central supply bureau under a purchasing agent, whose duty it is to make contracts for gauzes, cottons, surgical instruments, rubber goods, furniture, fixtures, bedding, blankets, linen and the like. These supplies are purchased in large quantities according to a definite standard of excellence and at the lowest market prices. The saving of expense in the cost of supplies is considerable, but the saving to the hospitals in the payment of salaries to the officers to purchase is probably equally great. The same is true of breadstuffs, fuel, machinery, etc. Every department of the New York hospitals has profited by the central bureau.

Hospital officers often do good in secret and the community at large does not appreciate how much is done by the unpaid and unselfish men and women who are managing our great hospitals. The good work they do should be better known and this can only be known by a wide publication of their work. They should not put their candle under a bushel, but on a candlestick, that all may see and coöperate in helping on their good work. There are hundreds of men and women who long to do good, but who need to be set at work. Tell the public what you are doing and do not hesitate to ask for substantial support.

At the graduating exercises of the Nurses' Training School of The Johns Hopkins Hospital on May 19, 1910, Dr. Hurd gave a delightful address on "Florence Nightingale—a Force in Medicine." He said:

I desire rather to speak of her career as a constructive philanthropist, as a sanitarian and as an organizer of nursing service in city and country, of her statesmanlike grasp of the problems

of army nursing and of the influence of her life work upon the medicine and surgery of the past half century.

In the course of his address he refers to the visits the late Francis T. King, the late Mrs. Robb, and Miss Nutting had with Miss Nightingale. Dr. Hurd's address was most interesting from beginning to end. I shall quote a few paragraphs.

It is my task this afternoon to tell you in what manner she has influenced the wonderful progress of medicine during the past 50 years.

1. First, and probably to a larger degree, she has wrought for medical progress through her reform in nursing. She found it an occupation and has made it a calling. From the very beginning of her career she insisted that any woman who engaged in nursing should qualify herself as thoroughly for it as a man qualifies himself for any calling in which he expects to succeed. She believed that the object of training was to teach not only what was to be done, but how to do it. The physician or surgeon should order whatever needs to be done for the patient's care, but the training of the nurse should teach her how to do it to his order. Training, also, should teach the symptoms of disease, so that the nurse may know what certain symptoms indicate about any disease and whether the patient is worse or better when the symptoms change. Telling the nurse what to do is not enough and cannot be enough to make her work perfect.

2. In all her writings Miss Nightingale has constantly dwelt upon the value of sanitation and obedience to the laws of health. She speaks with endless iteration of the need of pure air, pure water, efficient drainage, perfect cleanliness and sun-light in the sick room. . . .

Her books in fact have been an immense influence in promoting the sanitation of the home and of the public and private hospital. They furnished principles for the guidance of those who would work out their own plans, when principles had once been enunciated and detailed and specific plans for those to follow, who cannot plan for themselves. Her suggestions and direc-

tions for the care of patients in their own homes are invaluable and have never been equaled by any other writer. She cries aloud and spares not for good sanitation and for the care of the patient. She may not always be in accord with present theories of the bacterial origin of many diseases and may err in ascribing measles and other infectious diseases to a lack of sanitation, but her main thesis that bad air and all dirt are dangerous is unsailable. . . .

It may be called to mind that at this hospital its founder, Johns Hopkins, made provision equally for the care of the sick, the instruction of medical students and the training of nurses, each duty being equally obligatory. . . .

3. One of Florence Nightingale's most important contributions to medical progress is to be found in her "Notes on Matters Affecting the Health Efficiency and Hospital Administration of the British Army, Founded Chiefly on Experiences of the Late War." This work in my opinion constitutes one of the most valuable contributions ever made to hospital organization and administration in time of war. Had the conclusions which she reached been heeded in the Civil War in America or in the Boer War in South Africa or in the Spanish-American War, hundreds of thousands of lives might have been saved and millions of people might not have mourned over a useless and needless sacrifice of the flower of their young men. Her ability to analyze dry statistics and army returns and her rare power to draw correct conclusions from them seems remarkable.

Probably one of the most interesting articles that Dr. Hurd ever penned was entitled "The Site of The Johns Hopkins Hospital." This paper was read at The Johns Hopkins Hospital Historical Club in December, 1910, and published in the *Johns Hopkins Nurses Alumnae Magazine*, April, 1911.

A plat of the site of The Johns Hopkins Hospital which was prepared to facilitate the sale of the property to the late Johns Hopkins has recently come to light among the records of the hospital and an examination of the survey has suggested to me

that it will be interesting to all persons connected with the hospital to see it and to learn something of its previous history.

The site of the hospital has been used for hospital purposes for somewhat over 100 years. A general hospital was established on this site in 1797 or in the early part of 1798. In an old report it is spoken of as a beautiful site upon a hill, about a mile from the city of Baltimore. When I came here 21 years ago, the town extended but a little to the east of the hospital and most of the neighboring streets have been opened since the present site was selected.

Dr. Hurd then sketches the early history of Baltimore in a most fascinating way and refers to the epidemic of yellow fever that invaded Baltimore. In 1808 the old hospital was leased to a firm of physicians, Drs. Smyth and Mackenzie. In 1834 it was used as a lunatic asylum, later called The Maryland Hospital for the Insane.

From Dr. Hurd's paper we learn that at one time the town of Joppa on the Gunpowder River was larger than Baltimore and that from this town there was a brisk trade in tobacco, many ships sailing from Joppa to England. The old Joppa Road ran from Joppa through Baltimore to Annapolis. It crossed the present hospital ground a few feet north of the present administration building. A house that faced on the Joppa Road existed until a few weeks ago (June, 1919) and its front foundation can still be seen on the south side of Monument Street between Bond and Caroline streets. It was located directly behind the moving picture parlor frequented by colored people. This building was clearly visible from Monument Street when the picture parlor was being constructed. Judging from the front of the house the Joppa Road crossed the present Monument Street, going northward and westward between Bond and Caroline streets. In 1836

land was bought by the hospital on the north of the Joppa Road and this once busy main thoroughfare was closed.

Johns Hopkins died the day before Christmas, 1873, and early in the following February the trustees organized for the first time as a board and arranged to take over what property was ready for them. . . . They made an effort to get competitive plans, but finally gave it up and Dr. J. S. Billings, who is now at the head of the New York Public Library, went abroad with a set of plans which he submitted to all persons who were skilled in hospital construction. In 1874 the original buildings had been torn down, but it was not until 1876 that Dr. Billings returned with his plans. . . .

The buildings were begun in 1877, but were erected no faster than the trustees had the money to pay for them. They built them wholly out of income and when money was not available to continue the work they ceased building operations until more money came into the treasury. The result was a delay of full 12 years before the buildings were completed. The trustees were bitterly attacked by the newspapers, especially in the columns where the letters of the people appear, but they went on in their own way and when the buildings were completed and opened in 1889, they had been constructed wholly out of income and the capital fund of the hospital had been increased more than \$100,000 during the process of building. Many hospitals are built after a different plan and must contend with poverty and debt for many years. The trustees of The Johns Hopkins Hospital were more sensible. They knew that the hospital was to last for a long time and that there was no reason why they should cripple it for all time in order that it might be opened a few years sooner.

Dr. Hurd then gave a short account of Johns Hopkins's life. Accompanying the article is a picture of the old Maryland Hospital; the real estate plat of the present hospital area showing the position of the original Maryland Hospital on this ground and the location of the Joppa Road. The last

picture shows the site of the present hospital—a broad fence around it, a tent on the site, and many men and horses, ready to begin the excavation for the foundation of The Johns Hopkins Hospital. Every one interested in the institution will be delighted with Dr. Hurd's article.

CHAPTER XI
DR. HURD, SECRETARY OF THE BOARD OF
TRUSTEES OF THE JOHNS
HOPKINS HOSPITAL

Shortly after Dr. Hurd relinquished his duties as superintendent of the hospital he moved "across town" to 1023 St. Paul Street where he has since resided. His secretarial duties have occupied much of his time, but he has nevertheless always somehow made time for his literary work. The first article from his pen after he became secretary was "Early Days of The Johns Hopkins Hospital and Medical School." A perusal of this splendid historical sketch gives one a graphic picture of the hospital in its formative days. To one who was on the scene in those delightful days it brings back priceless memories. In order that the reader may recall some of the milestones I will quote sections of this sketch:

The late Johns Hopkins procured an act of incorporation of his future hospital from the Maryland Legislature in 1867 and named 12 able men, nearly all of them intimate and trusted friends or relatives, to act as incorporators and trustees. Beyond deeding to this Board of Trustees a site for the institution, which consisted of the buildings and grounds of the old Maryland Hospital for the Insane, founded in 1797, he had taken no further steps towards its erection at the time of his death in December, 1873. . . . The actual work of construction did not begin until 1877, and the hospital was not opened until 1889.

The medical school, for which Mr. Hopkins made provision in his will, when he made his bequest to the university, was not opened until 1893, 20 years subsequent to his death. These

delays and disappointments were due to financial difficulties, for which the trustees of the university were in no way responsible. . . .

In August, 1889, when I came to Baltimore to assume charge of the hospital as superintendent, I found four wards in commission, *viz.*, a pay ward for men and women, two public wards for men and a public ward for women. An out-patient department had also been opened under the charge of Dr. Halsted. The pathological laboratory, under the charge of Dr. Welch with a corps of assistants, had been operated as a branch of the university since 1886, although recently under the joint control of the hospital and the university, owing to the financial difficulties which hampered the university at that time.

Dr. W. H. Welch was in the full tide of his brilliant career as a teacher, and had attracted to Baltimore such men as the late Christian A. Herter and W. S. Halsted, of New York, W. T. Councilman, now of Harvard, A. C. Abbott, now of the University of Pennsylvania, F. P. Mall, later at Clark University and the University of Chicago, and many others of equal prominence, who were all deeply engaged in medical research. Possessing encyclopedic knowledge, unusual geniality and large-mindedness in his relations with other men, and the gift of exposition, so essential to the true teacher, he has been an active factor in the university and hospital for many years. He is above all an investigator with a judicial cast of mind and with the ability to stimulate his associates and students to productive work, and the greater ability to exercise a wise control over them.

Dr. W. S. Halsted was at the head of the surgical work of the infant hospital which he had organized in accordance with the newer teachings of Lord Lister, along the line of a better technique based upon the teachings of bacteriology. He possesses the faculty of constructive work not alone in the principles of surgery, but also in the details and minutiae of surgical technique. He is eminently thorough in all that he undertakes to do and whatever principles of surgery he has established have been firmly founded upon experience as a surgeon, diligence as an investigator and experimental studies upon the lower animals.

He was then beginning to develop what was to become during the next 20 years a school of surgery, not only in what was accomplished, but also in the influence which he exerted upon new men and the training which they received.

Dr. William Osler had lately come from Philadelphia as physician-in-chief of the hospital and had already attracted much attention by reason of his unique personality, his versatility in medicine and his literary facility. He was a master of English, deeply versed in the history of medicine, an expert pathologist, a well-trained diagnostician, filled with knowledge of practical medicine, and a remarkable clinical teacher. He had unwearied industry and a wonderful ability to utilize his gifts to accomplish beneficial results for medical science and for the world. His call to Oxford in 1905 was a serious blow to the hospital.

It is remarkable that three such men as Welch, Halsted and Osler should have been found to launch the hospital on its successful career, each possessing different powers and yet all working harmoniously to supplement the activities of each other.

In October Dr. H. A. Kelly came from Philadelphia to assume his duties as gynecologist-in-chief of the hospital, and established a public and private ward for surgical diseases of women. He was and is a brilliant operator whose mechanical deftness and manual skill have been the admiration, envy and despair of all who have followed his work in the operating room. His ability to devise new operations and to meet emergencies in surgery is phenomenal. In addition to an extensive surgical work he early became interested in the preparation of surgical books which were clearly written and beautifully illustrated by the best medical artists procurable in this country or Europe. His interest in art as applied to medicine and surgery has been an important contribution to the profession and has influenced widely medical literature in America. Equally with Osler, Welch and Halsted, he has trained students to do excellent work as operators and teachers throughout the country.

All of these leaders were young men, the eldest not being more than 40 years of age and many of them much younger. Gray hairs thus far have not adorned the heads of most of those who

were interested in the development of the hospital, although it must be acknowledged that some might have grown gray if they had retained their original covering. All were wisely interested in the public welfare and used their influence in the city, state and country at large to improve sanitation, to give better care to the poor, earlier help to the tuberculous and to institute healthier conditions of living generally. . . .

In the *Journal of the American Medical Association*, 1912, Vol. lix, p. 1677, Dr. Hurd published a paper on "The Proper Division of the Services of the Hospital."

In 1912 he was president of the fourteenth annual meeting of the American Hospital Association. He took for his theme on this occasion "Hospital Problems." This address appeared in the *International Hospital Record* for that year.

In the *Bulletin of the Medical and Chirurgical Faculty of Maryland* for 1912-3 he published an interesting paper entitled "Extracts from the Laws of Maryland and Virginia Regarding the Early Care of the Insane."

Dr. Hurd's paper "Three-Quarters of a Century of Institutional Care of the Insane in the United States" appeared in the *American Journal of Insanity*, 1912-3, Vol. lxix, p. 469. He divided the care of the insane during this period into four stages:

1. The period of neglect.
2. The era of awakening.
3. The period of state care of the insane.
4. The period of scientific care.

After considering each of these stages in detail he took up: Laws for commitment of the insane in every state; the criminal insane; detention hospitals; hospitals for the chronic insane; after-care of the insane; architectural changes and improve-

ments; scientific work; biographies, etc. The article is a very instructive one even for those who know little about psychiatry.

In the *Modern Hospital* for 1913 we find two articles from Dr. Hurd's pen, "The Hospital as a Factor in Modern Society" and "Hospitals and the Reform of Medical Teaching."

During the year 1914 Dr. Hurd contributed eight papers to the literature, "Some of the Writings of the Late Eugene Fauntleroy Cordell"; "Relation of the General Hospital to the Training School for Nurses"; "Hospital Medical Statistics"; "The Small Hospital a Factor in Medical Education"; "Mental Cases in General Hospitals"; "The Human Side of Florence Nightingale"; "Rupert Norton"; "State Registration of Nurses."

Dr. Cordell was the medical historian of the University of Maryland and had published a most valuable history of medicine in Maryland. His book is a very interesting one and will long remain the source of information relative to medical events in this state.

Dr. Rupert Norton had been associated with Dr. Hurd for several years. He remained assistant superintendent when Dr. Winford H. Smith succeeded Dr. Hurd. In 1914 Dr. Norton developed typhoid fever and died.

Dr. Hurd in his article paid a well-deserved tribute to his former associate.

A reference to Dr. Hurd's bibliography shows that he published no less than eight papers in 1915. Among them were "The Early Years of The Johns Hopkins Hospital"; "Forty-Five Years Ago and Now"; "The Treatment of Mental Cases in General Hospitals"; "The General Government of State Hospitals."

In 1916 Dr. Hurd in addition to a tremendous amount of editorial work he had under way published six papers. They were "Some Sources of Friction in the Management of Hospitals"; "Another Source of Friction in Hospital Administration"; "Who Shall Manage the Training School for Nurses?"; "The Advantages of the Budget System"; "Nathan Smith, Nathan R. Smith, and Alan P. Smith—a Medical Family"; "Need of Segregation of Imbecile Women."

On March 12, 1917, Dr. Hurd read a paper on "Johns Hopkins and Some of His Contemporaries" before the Historical Club. This was published in the July number of the *BULLETIN* for the same year. In his introductory remarks Dr. Hurd says:

The primary object of our Historical Club, when it was founded, was the study of medical history. To-night I have thought it wise to speak of the life of one who was not directly connected with the history of medicine, but who, because of the influence which the university and hospital he established have had upon medical education in this country, seems closely allied to medicine. I have also an additional reason for speaking briefly of his personal history before this club, because as the years pass I find that the career of Johns Hopkins becomes less familiar to the present generation, and there is danger that he may become a mythical personality. This is my reason for speaking of his origin and personal characteristics and giving some account of his career in Baltimore. I also wish to speak of his personal interest in the hospital and of the men he selected to carry out the enterprises.

Dr. Hurd then briefly sketched the life of the founder of The Johns Hopkins Hospital and also gave a short account of the original trustees of the hospital.

With a record of so much work done after resigning the superintendency the reader will naturally ask why Dr. Hurd

did not remain at the helm. Physically, mentally and in every way he was still in his heyday, but he felt that he had borne the heat of the day long enough and that the running of the hospital should now be placed in younger hands. One of the trustees of the hospital who spent several weeks traveling with Dr. Hurd some years after he had retired from the superintendency was so much surprised at his agility that he turned to me and said, "I have never seen a man who can jump out of bed, say his prayers, shave and dress as quickly as Dr. Hurd does, and he does not in any way curtail the length of his prayers."

CHAPTER XII
BOOKS WRITTEN BY DR. HURD

HOSPITALS, DISPENSARIES AND NURSING

EDITED BY JOHN S. BILLINGS, M. D., AND HENRY M. HURD, M. D.

The International Congress of Charities, Correction and Philanthropy was held in Chicago, June 12 to 17, 1893. Section 3 was devoted to the hospital care of the sick, training of nurses, dispensary work and first aid to the injured. Dr. John S. Billings was chairman and Dr. Henry M. Hurd secretary of this section; Miss Isabel A. Hampton was chairman of the subsection on Nursing.

Many valuable papers were read in the section and it was clearly evident that the addresses should be published, but the necessary funds were lacking. Dr. Billings and Dr. Hurd came to the rescue and at their own expense published and also edited the large volume of over 700 pages. This splendid publication is of much interest to Baltimoreans not only on account of the many valuable papers, but also because Baltimoreans contributed in no small measure to the success of the Congress.

Dr. Billings' chairmanship address was entitled "The Relations of Hospitals to Public Health." Miss Hampton took for her theme "Educational Standards for Nurses," and Miss L. L. Dock spoke on "The Relation of Training Schools to Hospitals."

Dr. Hurd's address was on "The Relation of Hospitals to Medical Education." Mr. Henry C. Burdett, of London,

England, the Honorary Chairman of the Section, in discussing Dr. Hurd's paper said:

I should like to say that I think it is very important that we should have a paper of this kind read this session. It is important because it clearly lays down and brings out clearly to the non-technical mind the reason why the cost of administering hospitals tends steadily to increase, and what those who give to hospitals really get back in return for their money. A man is often amazed by the demands which are constantly made for more and more money, especially for buildings, and I do think that Dr. Hurd's paper will fulfill a very useful purpose, and I hope it will be printed and widely circulated among hospitals.

Miss M. A. Boland, the dietitian of The Johns Hopkins Hospital, gave an interesting address on "Hospital Dietaries."

Dr. Hurd gave a second paper "Description of The Johns Hopkins Hospital." After briefly detailing the gift of Johns Hopkins and speaking of the plans and building of the hospital, he described the institution in detail, giving numerous illustrations and plans. The picture that will appeal most to the older members of the faculty is the one of the isolation ward, with the old boardwalk extending from the northern exit of this building over to the steps of the pathological building. One can even now vividly see those going from the hospital to the laboratory in rainy weather, turning up their coat collars and sprinting rapidly over to the pathological department.

The Congress was honored by a paper "Sick Nursing and Health Nursing" by Florence Nightingale, and by an address by our own Cardinal Gibbons on "Work Done by Religious Communities Devoted to the Relief of the Sick."

Too much credit cannot be given to Dr. Billings and to Dr. Hurd not only for editing, but also for bearing the cost of

this volume which contains valuable articles from specialists in all parts of the world.

SUGGESTIONS TO HOSPITAL VISITORS

In 1895 Dr. John S. Billings and Dr. Hurd brought out a small book entitled "Suggestions to Hospital and Asylum Visitors." The need for such a book was very evident and S. Weir Mitchell prevailed upon these well-known hospital authorities to write it. Dr. Mitchell's introduction is so much to the point that I quote it in full:

For several years I have been urging upon Professor Billings the need for a small manual suited to the wants of hospital visitors. I have many times been asked by laymen who have to manage eleemosynary institutions where they could learn how critically to inspect them with a reasonable chance of seeing what is wrong and learning how to value what is praiseworthy. It is useless to point the inquirer to the greater works on hygiene. These presuppose such knowledge as few possess who are not educated physicians. There is needed a condensed statement of *what* to see in a hospital and *how* to see it.

Every new domain of observation requires a peculiar and individualized training. The acute microscopist might be a dull observer of the facts of disease which we call symptoms; the clever artist may be a sad failure when called upon to see with critical eyes the phenomena of the laboratory. How, then, can we expect that quite untrained people should of a sudden become useful observers in a field as new to them as is a hospital?

Boards of managers are chosen out of the every-day life of commerce and professions other than that of medicine. The members are presumed to study results into which enter questions of cooking, dietetics, ventilation, medical and surgical cleanliness, which involves disinfection, and many other matters exacting careful attention, and only to be thoroughly understood after years of training. This little manual is meant to assist untrained observers, yet even the most expert manager of a hos-

pital or the ablest medical observer ought to find in it valuable hints. This guide to the hospital visitor I have asked leave to introduce. It has cost an amount of care and thought out of proportion to its size. While in manuscript it was critically read by Professors J. M. DaCosta, J. William White, and myself, and certain changes or additions were suggested. Finally, Dr. Hurd, the accomplished director of The Johns Hopkins Hospital, was kind enough to associate himself with Professor Billings and to take the utmost interest in the work. Out of their joint labor and the criticism of able physicians and nurses has come at last the helpful little book which originated in my suggestion, and which I confidently commend to all who, being managers, trustees, or in any way connected with hospital work, are not contented to assume an official name and remain ignorant of how honestly to fulfill the duties which should go with it.

S. WEIR MITCHELL, M. D.

It is doubtful if any small book of 43 pages was ever so crammed full of information and good advice. It should be reprinted and be read by every hospital trustee and by all in any way interested in hospitals. A perusal of its pages will give the reader a very clear idea of the manifold details of hospital management, will enable him to render valuable advice without unjust criticism and will make the path of the superintendent or director of the hospital a much smoother one. In short, it will promote the maximum efficiency with friction reduced to the minimum.

The copy of the book that fell into my hands contains a few notes in Dr. Hurd's hand writing. These I venture to reproduce here without his knowledge or permission :

SUGGESTIONS FOR THE ORGANIZATION OF AUXILIARY BOARDS OF VISITORS

1. Composed of men and women who are interested in humanitarian and philanthropic work.

2. They should be absolutely free from any partisan or political bias.

3. They should feel at liberty to make suggestions as to the policy of the hospital, as to purchasing, administrative details, etc. They should be contented to present their views to the governing body with whom must rest the responsibility of the final decision.

4. They should seek to assist in all social service matters. The officers of a hospital, as a rule, are not widely acquainted with the possibilities of social help in the community or the sources of aid. The Board of Visitors can do incalculable good by bringing the hospital into relation with all helping agencies.

5. Boards of Visitors should never lose sight of the fact that they are privileged to assist in a most important public service. The increasing wealth of the country and the growth of a leisure class can only do harm if these become a source of personal pleasure to those who have leisure and abundant means. If, however, they use their good fortune for the public good, new aspirations are aroused and new and most satisfying channels of activity are found which dignify and ennoble the individual and bless the community. Personal service to hospitals and similar charities thus become not only a duty but a pleasure, and life is enlarged and made purposeful by the performance of good work.

THE INSTITUTIONAL CARE OF THE INSANE IN THE UNITED STATES AND CANADA

At the 66th annual meeting of the American Medico-Psychological Association held in Washington, D. C., in May, 1910, Dr. Hurd gave an address entitled "A History of Institutional Care of the Insane in the United States and Canada." This paper was published in the *American Journal of Insanity*, 1910-11, Vol. lxvii, p. 587. In the course of his address Dr. Hurd said:

The movement to write a history of the association and its work had its origin at the Baltimore meeting in 1895, when Dr. Powell, of Georgia, presented a very interesting outline of the

“rise and progress of a vast system of charities in the 15 commonwealths of the South,” with detailed accounts of institutions in Virginia, North Carolina and Georgia. It was evident from the interest which was then excited that much had been done by similar foundations in all the states of the Union, and from this conviction grew the original resolutions subsequently presented by Dr. J. W. Babcock, of Columbia, S. C. These resolutions were considered and favorably acted upon, and a committee was appointed, but nothing seems to have come of it, although progress has been reported from time to time, and an effort has been made to stir up a general sentiment in favor of completing the work. For this and other reasons, although not aware of any special personal fitness for the work, I did not feel at liberty to decline the appointment made at the Cincinnati meeting, and of which, by the way, I learned for the first time in June last at Atlantic City. Since that time I have made an intermittent effort to organize the work and to collect such material as I could find.

The full committee consisted of Dr. Henry M. Hurd, chairman; Dr. William F. Drewry, for the South; Dr. Richard Dewey, for the West; Dr. Charles W. Pilgrim, for the middle states; Dr. G. Alder Blumer, for New England; Dr. T. J. W. Burgess, for British America.

The object of the present paper is to give some account of the progress of the work and to say what needs to be done. I hope, also, to stir up in the minds of the members of the association a feeling of responsibility for it, so that there may be coöperation in gathering the material and preparing it for publication at the proper time. The difficulties in the task are very great. Those who have been interested in the construction of the institutions for the insane in the United States have been largely isolated workers, and their records are, consequently, widely scattered throughout the different states of the Union. . . .

In his concluding paragraph Dr. Hurd says :

I have taken the liberty to embody the substance of this paper in a resolution which I now offer to ascertain the will of

the association in the matter of the publication of the book. I shall be very glad to have it modified, revised, or in any way changed so as to bring out more completely the wishes of the association in this matter. I am not wedded to any theory of publication, or any form of work. I am anxious that the work go on with as much rapidity as possible. It is equally important, however, that the work be done thoroughly, so that in future all may know who in the past contributed to the success of an important philanthropic achievement.

Volumes I, II and III of this stupendous work appeared from The Johns Hopkins Press in 1916 and Volume IV in 1917. These four volumes contain in all 2926 pages.

A glance at the preface to Volume I gives the reader a clear idea of the tremendous amount of labor entailed in the preparation of these volumes. After taking up nearly three pages of the preface in thanking various men for their cordial coöperation in furnishing data the editor says:

The obligations of the committee to the individual superintendents of nearly 200 institutions in the United States and Canada are very great; in fact, without their coöperation it would have been impracticable to prepare any adequate history of the movements in the various states and provinces.

It is evident from a careful study of all the material which has come into the hands of the committee that a gradual evolution has occurred in the care of the insane in America during the past half-century, which bids fair to change materially the discouraging views as to the hopelessness of their cure which have prevailed for many years in the United States and Canada.

The movement towards the prompt treatment of curable cases without the formality of legal commitment and under the same conditions as in admission to a hospital for general bodily disease, gives every hope that at an early day cases of recent attack may be received everywhere promptly, and that greatly increased numbers can be cured. Cases of a chronic nature are also now much more satisfactorily dealt with in institutions on the cot-

tage plan, with out-lying colonies for the employment of patients, and have a correspondingly better opportunity to attain self-support. These movements promise to make material changes in future methods of caring for the insane.

Volume I is historical in character. It gives a clear account of the Association of Medical Superintendents of American Institutions for the Insane from 1844 to 1893 and of the American Medico-Psychological Association from 1893 to 1913. It then describes what the *American Journal of Insanity* has accomplished. Volume I was written by Dr. Hurd and the reader can best obtain an idea of the wide range of subjects considered in this volume by glancing through its lists of contents:

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Volumes II and III and part of Volume IV are devoted to a detailed description of the institutions for the care of the insane in the United States and Canada. Volume III also includes the institutions in Hawaii and in the Philippines. Pictures of many of the institutions are given and often plans of the buildings accompany them. In each article is a detailed

list of the medical personnel of the institution from its beginning to the time the volume appeared, so that the previous activities of any man who has devoted his life to psychiatry can be readily followed.

The latter half of Volume IV is devoted to biographies of prominent psychiatrists in the United States and Canada.

The picture in Volume I that will interest Baltimoreans most is that of the Maryland Hospital for the Insane as it appeared in 1832. It faces on the old Joppa Road and in the background is the present Church Home and Infirmary, then the Washington Medical School. The site of the Old Maryland Hospital for the Insane is, as has been mentioned elsewhere, now occupied by The Johns Hopkins Hospital.

In Volume II is a splendid plate of the Sheppard and Enoch Pratt Hospital. The frontispiece of Volume IV is a reproduction of a portrait of Miss Dorothea L. Dix, to whose pioneer labors American psychiatry owes so much.

These volumes have brought forth much praise. *Science* for July 28, 1916, in reviewing Volume I, which was written in its entirety by Dr. Hurd, says:

This is one of the few works in the English language in which the history of a separate branch of medicine has been exhaustively treated. . . . The present volume, although it professes to deal only with the general history of institutional care of the insane on this continent, is, in reality, an exhaustive history of American psychiatry in all its phases, and is therefore likely to remain the authoritative work on the subject for an indefinite period. . . .

Dr. Hurd modestly regards this work as a source-book for the historians of the future but it is undoubtedly a permanent history which may be extended, but will hardly be duplicated. The chapters are complete in themselves, the book is well illustrated,

and the style is charming in its simplicity, sobriety and its traces of delicate humor.

The *American Journal of Insanity* for October, 1916, in the course of the review of Volumes I and II, says:

Too much praise cannot be given to the manner in which the task imposed upon this Editorial Committee has been carried out, and as one of the members of the committee, Dr. Burgess, said at the meeting in New Orleans in April last, while all the committee have tried to help, the burden of the work has been on Dr. Hurd's shoulders.

The Nation on February 8, 1917, says:

No survey of the treatment of American insane during the last two centuries has before appeared; it is pleasant to find the difficult task so well executed as in this volume.

The British Medical Journal for December 8, 1917, in referring to the four volumes said:

Dr. Hurd is to be congratulated upon the success with which he has carried out the collection and colligation of the numerous interesting records contained in these volumes. Naturally they will appeal most strongly to readers across the Atlantic; but in their record and analysis of success and failure in attacking a problem of great importance in all civilized communities—namely, the care of the insane—they should find many readers throughout the world.

In another foreign review we find the following tribute:

This monumental work, is, in the main, the product of the veteran Dr. Hurd, emeritus professor of psychiatry in The Johns Hopkins University, and formerly medical superintendent of the Pontiac State Hospital, who is well known on this side of the Atlantic as the most distinguished of American alienists. Dr. Hurd has retired from active practice, but his abundant energy would not suffer him to be idle, and he has employed his leisure wisely and well in producing this great work, which will be a classic from the day of publication.

It must be remembered that during the immense amount of labor entailed in the preparation of these volumes Dr. Hurd had been greatly troubled with his eyes and it was only his indomitable will that continually spurred him on to the completion of these labors that were a fitting climax to his many successful years of hospital directorship.

CHAPTER XIII

SUMMARY

Dr. Hurd in addition to his other editorial duties has been one of the editors of the *American Journal of Insanity* since 1897 and of the *Modern Hospital* since 1913.

He is a member of the Association of American Physicians; of the American Academy of Medicine, and was its president in 1896; of the American Medico-Psychological Association, of this he was secretary from 1892 to 1897 and president in 1898-9, he also edited three volumes of its proceedings; of the American Anthropological Association; of the American Hospital Association and its president in 1912. He is also a member of the American Public Health Association.

In 1895 Dr. Hurd was given the degree of LL. D. by his alma mater, the University of Michigan.

On September 16, 1874, Dr. Hurd married Miss Mary Doolittle, of Utica, N. Y. They had three children, a son and two daughters. The son died in childhood.

Mrs. Hurd was always greatly interested in her husband's labors and ever manifested the same cordial relation to the hospital interns and to the senior staff that Dr. Hurd did. A year or two after they left the hospital Mrs. Hurd's health began to fail and her death on March 14, 1913, was keenly felt by the host of friends of the family.

Miss Eleanor and Miss Anna Hurd are the constant companions of their father and it is a delight to see the manner

in which they watch over his welfare and literally force him to conserve his unbounded energy.

Dr. Hurd is a Presbyterian. He has shown the same fidelity to his church that he has ever manifested in his professional duties.

From the preceding pages of this article the reader will see from what an intellectually sturdy stock he came and few men have had such a long medical ancestry. Step by step he rose until he was not only the first superintendent of a large asylum in Michigan, but also a dominant figure in that commonwealth. His fame as an administrator was not confined to his own locality, but was widely known. It was for this reason that he was later called to Baltimore.

All through his career he has been a thoroughly consistent and industrious psychiatrist. He has published many valuable papers dealing with the study and treatment of the insane, has for years been one of the editors of the *American Journal of Insanity* and less than three years ago edited a monumental work of four volumes on "The Institutional Care of the Insane in the United States and Canada." As mentioned before he wrote Volume I and edited Volumes II, III and IV.

For years he has been a most valuable member of the Maryland State Lunacy Commission. A foreign journal speaks of Dr. Hurd as "The most distinguished of American alienists." It is clearly evident that in psychiatry he has reached the top rung of the ladder.

The trustees of The Johns Hopkins Hospital manifested rare discernment when they selected Dr. Hurd to become the first superintendent of the hospital. It fairly blossomed under his wise generalship until its fame spread far beyond the con-

finest of this continent—until it was known in every civilized land.

THE JOHNS HOPKINS HOSPITAL BULLETIN and the *Hospital Reports* under his able editorship added greatly to the prestige of the institution. As an expert in hospital organization and in hospital management he is recognized as the leader in America. His advice in hospital and nursing problems is continually sought. His is invariably the final word on these subjects.

His writings on hospital organization, hospital management, medical education and nursing are numerous and most valuable and he has ever aimed to publish historical records in order that they may not be lost—in order that they may be preserved for future generations. Whatever he has undertaken he has finished.

A prominent publisher who has come in contact with him nearly every week for at least 25 years said to me recently "Dr. Hurd is the most practical and business-like physician that I have ever met"—and he meets an unusually large number. It is undoubtedly this practical bent, coupled with rare discernment, a broad knowledge of men and a wide knowledge of psychiatry and medicine that has enabled him to accomplish so much apparently with so little effort.

From time to time brilliant statesmen advanced in years have been spoken of as "grand old men." Dr. Hurd is the grand old hospital statesman of America. Early in his career he wanted to become a surgeon in the navy, but was disqualified on account of his frail physical make-up. He would have undoubtedly made his mark in government service, but what a loss the asylums and hospitals of this country would have sustained, and how much psychiatry and the profession of

medicine in general would have missed had he successfully passed the physical requirements for the navy!

His has been a life well spent—a life full of labor for his fellow man. In a memorial tribute to the late Dr. William Whitney Godding, Dr. Hurd unconsciously gave a most vivid description of himself. “You felt instinctively that you had to do with one who knew no guile or self-seeking, but who appreciated it to be his duty to place his powers of mind and heart unreservedly at the disposal of his associates or his fellow men.” But Dr. Hurd is not gone, he is still with us, actively engaged in writing the history of The Johns Hopkins Hospital. That he may long be spared to browse in the Henry M. Hurd Library, which my friend George K. McGaw is building as a mark of appreciation and esteem to our mutual friend, the first superintendent of The Johns Hopkins Hospital, is our earnest prayer.

CHAPTER XIV

THE LATE GEORGE KEEN McGAW

For several months Mr. McGaw had been failing in health, and in June he went to his summer home at Buena Vista. The erection of the Henry M. Hurd Library was uppermost in his mind, and the last thing he did on the morning he left for the mountains was to turn over to Judge Harlan additional funds for the building. He was particularly anxious that Dr. Hurd should not only see, but also have the opportunity of often enjoying the library bearing his name. My account of Dr. Hurd's manifold activities was accordingly promptly undertaken and as soon as it was completed, early in July, Judge Harlan and I spent a delightful day with Mr. McGaw and his family in the mountains. For fully two hours Mr. McGaw listened with great interest to the recital of the many things his friend had accomplished and again expressed himself as so happy that the library plans were well under way. That was the last time I saw that whole-souled and true friend. He had a fairly comfortable summer. He died suddenly on the morning of September 9, 1919.

Dr. Hurd and Mr. McGaw had known one another for many years, as they both were prominent members of the First Presbyterian Church and Mr. McGaw was also one of the Trustees of The Johns Hopkins Hospital.

In March, 1911, Mr. McGaw suggested a trip South and a few days later Dr. Hurd, Mr. McGaw and myself left for an extended trip, visiting Pinehurst, Columbia, Savannah,

Jacksonville, Knights Key, Havana, Key West and Miami. It was on this trip that the lasting and intimate companionship and friendship was cemented between these two splendid men, and since that time they have been together week in and week out. It was this close companionship that revealed to Mr. McGaw Dr. Hurd's wonderful breadth of character, and that prompted him to plan this tribute to his friend—a tribute that will not only be a constant reminder of the first superintendent of The Johns Hopkins Hospital, but that will also be of inestimable value to the succeeding generations of students in The Johns Hopkins Medical School.

Dr. Hurd's estimate of his departed friend rings so true and is so beautifully expressed in a recent letter to me that I cannot help reproducing it here.

SEAL HARBOR, ME., Sept. 13, 1919:

DEAR CULLEN: Many thanks for your telegrams and your thoughtfulness in sending them. I have been greatly shocked by the unexpected death of the best of friends and I know of no one who may occupy the vacant place in just the same way. He was so noble in his plans and modest in carrying them out, so that his own work might be minimized. I always felt him to be a rare man. We all of us ought to be better men for having known him. I have written to Mrs. McGaw, but I feel that I could not in any way tell her properly how much I loved him.

Sincerely,

HENRY M. HURD.



HENRY M. HURD AND GEORGE KEEN MCGAW.

This is from a group picture that Dr. Hurd, Mr. McGaw and the author had taken in 1917.

CHAPTER XV
SOME RANDOM RECOLLECTIONS *
HENRY M. HURD

I

I was born in Union City, Branch County, Mich., May 3, 1843. My father was Dr. Theodore Canfield Hurd, a physician, a graduate of the Yale Medical School. He came from Connecticut by way of New York to Michigan about the year 1835 and settled at Burlington, in the adjoining county of Calhoun, where he had a farm and engaged in the active practice of medicine. My mother was Eleanor Eunice Hammond, also of Connecticut antecedents, but born in Chenango County, N. Y. Her father, Chester Hammond, was a student at Yale College for two years, but did not graduate because of ill health. Her grandmother was Fannie Goodrich, a native of New Haven. Both grandfather and grandmother were persons of unusual religious and philanthropic zeal. They had removed from New York to Michigan about 1836 with the avowed object of doing something in a personal way to establish good institutions and churches in

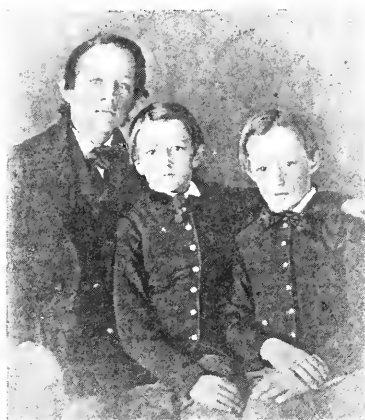
* Some of Dr. Hurd's friends who knew that a short sketch of his manifold activities was to appear were particularly anxious that he should publish a brief account of his early life. Dr. Hurd reluctantly consented. He felt that this was too personal to be published in the hospital Bulletin, but preferred to have it inserted in this small volume.

the infant territory. My father was a man of rather unusual energy and foresight, with excellent business instinct and great love of his profession for which he was peculiarly fitted by reason of what used to be termed his "good judgment." My mother was active, energetic, with a keen tongue and an excellent sense of humor. During the first two years of my life I lived on the farm about two miles from Union City, but in 1845 the failure of my father's health caused him to remove to my grandfather's house at Union City, where he died in December of the same year. Although I was but two and a half years old, I have a distinct recollection of being carried downstairs the night he died, and I can never forget the sense of horror which I had at the time, although so very young. As my mother's means were small, in 1846 she determined to take up her residence alone at the farm with her three children to struggle with the difficulties of a pioneer life. There was little money in the country, and the farms, although very productive, found little sale for crops which were raised. It should be stated that in this region the slow process of clearing land was not necessary as there were large natural prairies, known as Burr Oak openings, which only required to be broken up and fenced to furnish excellent farms.

While at this farm, when between three and four years of age, I had my first induction into school life and regret to say that my failure at the beginning of a career as a student was ignominious. I remember accompanying an older brother to the schoolhouse, about half a mile from my mother's house, with spelling book in one hand and small basket of luncheon in the other. When I reached the schoolhouse I was filled with shyness, but at last was persuaded to enter by the pretty school-



Theodore, aged 9 ↑
 Charles, " 4
 Henry, " 6
 Union City, Mich., 1849.



↑
 Theodore, aged 13
 Henry, " 10
 Charles, " 8
 Taken about 1853.
 Union City, Mich.

FAMILY GROUPS.

teacher who induced me to do so by promising to show me a little pocket penknife which she had. An effort was made during the forenoon to interest me in learning my letters by the aid of the penknife which had already proved so attractive. I felt, however, a sudden access of shyness when the morning recess was announced, and I flew out of the schoolhouse with my basket of luncheon and started for home, which I reached in record time, and not waiting to enter the gate, but throwing the basket of luncheon over the fence, I clambered over and announced to my astonished mother that I would never go to that school any more. I did go, however, and found that my shyness had disappeared, and I enjoyed the schooling as much as such a child could.

We remained on the farm for about two years or until my mother married a younger brother of my father, who was also a physician. In fact, I come of a medical family; my father and his two brothers were physicians and quite a number of cousins and uncles belonged to the same profession. I remember with great distinctness being present at my mother's wedding and of the sense of loneliness which came to me when she departed on her wedding tour. During my mother's absence we lived under the charge of a Miss Robinson, who was one of the women then known as "Governor Slade's schoolmarms," sent out by Governor Slade of Vermont to improve educational conditions in the West. Governor Slade believed that there was a great need of schoolteachers and organized a movement by which several hundred were sent from New England to various points in Michigan, Ohio and Indiana. I remember having a great admiration for Miss Robinson, but felt that in the matter of the washing of hands and face and the combing of hair she was altogether too strict. A

few months later we removed to Union City and occupied a double house with the family of Elder Bennett, who had a large family and was a very earnest, zealous preacher. He used Biblical phrases frequently and instead of the word "hogs" he always said "swine," and in other ways also was quite professional in his utterances. The next year my stepfather built a new house and we moved there. It was a pretentious affair with large wooden Corinthian columns on the front, an orchard with plenty of peach trees and a small farm of 80 acres adjoining.

My stepfather was warmly interested in everything which concerned the education and development of his three stepchildren. No man could have been kinder or more thoughtful for our welfare. As he was engaged in the active practice of medicine he always owned fine horses and drove them very rapidly, so that I considered it a great privilege to go with him on his rounds, although I often thought that his calls were much too long for the comfort of a restless, active boy who sat waiting at the gate. The prevailing disease in the whole region was malaria, and at times almost every person was ill with it. I remember that my father would return from his morning rounds lying deathly sick in his carriage which was driven by some volunteer. He not infrequently reached home to find my mother ill with ague and my brothers also. Most of them had a daily chill. I recall with great chagrin that I had a chill every second day, but was so reasonably comfortable on the alternate days that I was not an object of interest to the family or to the neighbors. Servants could not be got or if they came they generally remained only long enough to bake a batch of bread, and would then be sent for to come and take care of their own homes. I remember on several occasions being sent

to the neighbors to get food cooked or to secure necessary supplies for the members of the family who were too ill to go. In the following year there was a severe epidemic of dysentery which prevailed through that whole region and of which many persons died. The diseases which prevailed were undoubtedly due to the still uncleared land, the remaining swamps and the ravages of mosquitoes. By the time that we removed from Union City to Illinois in the autumn of 1854 so many improvements had been made that the region had become fairly healthy and has continued so ever since.

The town of Union City was at the junction of the Cold Water and St. Joseph rivers. It had been developed by a company whose headquarters were in New York, largely because of deposits of bog iron ore in the vicinity and the mistaken notion that it was at the head of navigation on the St. Joseph River, which flowed by a circuitous course west into Lake Michigan. The futility of the St. Joseph River route was soon apparent when a steamboat was built at Union City to inaugurate the traffic. It ran into a hidden log and was sunk very early on its first trip. The clearing up of the country, the draining of the marshes and the cultivation of the soil diminished the rainfall so much that no attempt was ever made afterwards to utilize the river as a means of transportation. My Grandfather Hammond had come to this region because he felt it important that it should be a Christian community and in company with another good man established a congregation and built a church edifice on the bank of the St. Joseph River. As there was little money, the church was erected by donations of lumber and stores and by the voluntary labor of those who were interested in the project. My grandfather used to say that in the building of the church the

amount of actual money expended was but \$80, all the rest being donated in service and in labor. The church was provided with a bell which summoned worshipers from the town and surrounding farms. It used to be said, however, that the rattling of the iron step on my grandfather's buggy was always regarded as a signal that the time to go to church had arrived. The atmosphere of the town was eminently good, and I remember distinctly that as a child I attended the morning service, Sunday school between services, the afternoon service and what was known as "five o'clock meeting," the latter being usually a prayer meeting or a missionary service.

Sunday was kept very strictly and little in the way of outside recreation was permitted. I once was sternly reproved for splitting kindling wood one Sunday afternoon for the next day's fire. We all went to Sunday school and recited verses and received much religious instruction from those who taught our classes. I remember that my teacher, a maiden lady of mature years, used to talk to me in a solemn way not only in the class, but generally for an hour or so every week in her own home to which I was invited. The superintendent of the Sunday school was an excellent gentleman who devoted much time to his duties. He had an unfortunate habit of weeping when addressing the children, and I was much impressed by the remark of a fellow scholar that "Colonel Mosely must carry an onion about in his handkerchief to be able to secure tears on such short notice." The pulpit was at the front of the church and the choir was in the raised singing seats in the rear. During the singing we always rose and faced about so as to see who did the singing and to judge how well it was done. I do not think that I got very much out of the sermon because



Henry M. Hurd
in 1863, aged 20.
Ann Arbor, Mich.



Henry M. Hurd
in 1868, aged 25.
Galesburg, Ill.

usually when it began I went soundly to sleep and remained so until the end of the service.

We went to school at first at what was known as a "select school" kept first by Miss Robinson, whom I have mentioned, and later by Miss Sargent. Both were excellent teachers and we were very fortunate in being under their tuition. Later, after Miss Robinson had returned to Vermont and Miss Sargent had married, I was sent to what was known as "the district school" on the river bank, where we had very poor teachers.

II

As my parents were from the first very anxious that the boys of the family should have a college education, they removed in 1854 to Galesburg, Ill., a town about 170 miles southwest of Chicago, in a beautiful prairie country. This town was the seat of Knox College, which had been founded in 1837 by men who had emigrated to this then remote region from Oneida County, N. Y. The project was originated by a company of settlers headed by the Rev. Dr. Gale from whom the town received its name. Most of them made the journey in wagons to Pittsburg, thence down the Ohio River by steamer to Cairo, thence by steamer up the Mississippi River to the mouth of the Illinois River, thence by a barge to Peoria, about 50 miles from Galesburg, and finally by wagons to the site of the new town. The journey consumed several weeks and there were many hardships by reason of low water, difficulties of navigation and the condition of the boat which made the ascent of the Illinois River—this boat being a stern-wheeler and its motor power supplied by the horses of the emigrants. When the emigrants reached Galesburg, they made their first settlement

in Henderson Grove, a belt of timber about seven miles away from the site of the future town. Here they built log houses and passed the first winter. Meantime they were laying out a site for the new town, which contained a liberal space for a school, an academy and a church. A stringent prohibition clause was inserted in all deeds of land forbidding the sale of intoxicating liquors on the premises, and providing a penalty of confiscation of the land if this rule was broken. In the plat of the new village every other lot was set aside to be sold to create a fund for the establishment of the new college. An academy was first started and afterwards a college, which in 1854 was in successful operation and had already graduated a number of students. We reached Galesburg, by railroad from Chicago to Altona and thence 20 miles by stage, about midnight November 25, 1854. The railroad known as the Central Military Tract Road was extended to Galesburg in the following January; the Peoria and Oquawka Road was completed from Burlington a few months later and another branch was soon built from Galesburg to Quincy, being known as the Northern Cross Railroad. These lines when consolidated were known as the Chicago, Burlington and Quincy Railway, which afterwards had a very prosperous career. We took possession of our new house almost immediately and lived there for the next 11 years. The town had all the features of a pioneer town as far as comforts of living were concerned. The streets were unpaved and there were no sidewalks. The roadway ran through a black loam soil of unexampled depth and fertility which in the winter season rendered the streets almost impassable. I have known a wagon drawn by two sturdy horses to stick in the mud in the principal street of the town. For weeks at a time it was often necessary for all travel

to be on horseback because the streets could not be traversed by vehicles.

The community was a highly cultivated one, full of anti-slavery enthusiasts and much devoted to every good cause. It was regarded as a station on the "underground railroad" and many an escaping fugitive slave was concealed there and conveyed quietly and secretly to Canada. It was known all along the Missouri border, 75 or 80 miles away, as a "nigger-stealing" town and many of the people rejoiced in the epithet. The college had two large buildings of brick with students' rooms in one-story wings in the rear. The college classes were small and the curriculum was the good old-fashioned curriculum of the New England College. The faculty had a president who taught philosophy, a professor of mathematics and astronomy, another of Greek and Latin and another of chemistry and the natural sciences. There was also a principal of the academy and a principal of a female seminary which was really a co-ordinate part of the school with a three years' course of study for graduation and degrees similar to the degrees given to the men. There was, however, no co-education except in the academy. I was sent to the academy where I had the advantage of excellent teachers. At the age of 14 years I had advanced so far in my studies that in 1858 I entered Knox College where I spent the next two years. When I had completed two years of the required college course, an unfortunate change occurred in the management of the school by reason of the rivalry of two religious denominations for its control. Feeling ran high upon both sides of the controversy, and partly from this cause and partly from health considerations I remained at home for a year, and improved the opportunity offered by my freedom from study to teach a country school.

The experience was valuable but somewhat severe, largely because of the hardships of country life.

Meantime the Civil War had broken out, the whole community was in a ferment, and great excitement prevailed. I can never forget the general surprise at the failure of all attempts at settling the controversy as to the right of secession and the firing upon Fort Sumter, nor the call to arms which came to every community. The catastrophe at Bull Run to the Federal Army sent a thrill of despair throughout the whole North and many of my former fellow students rushed to the colors, many of whom, alas! never returned.

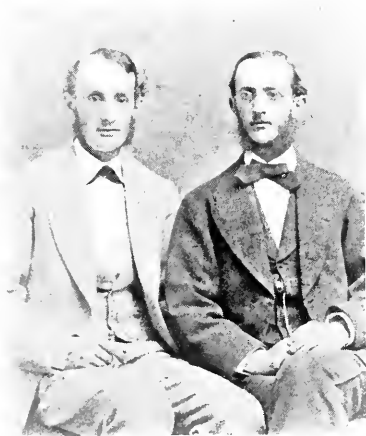
In the autumn of 1861 I went to the University of Michigan at Ann Arbor and entered the junior class, graduating in 1863. I have never regretted the change from Knox College. It gave me a wider acquaintance and contact with a large number of students drawn from many states. The instruction was probably no better than at Knox College, but it was on a larger scale and afforded more stimulation from teachers and fellow students. Greek and Latin were taught by experts, not "gerund-grinders," but men who had a feeling for the literature of Greece and Rome. The same was true of French and German. The most stimulating influence, however, came from President Tappan in Philosophy, Andrew D. White, later president of Cornell University, in History, James R. Boise in Greek and H. S. Frieze in Latin. I can never forget my indebtedness to these men. I graduated in 1863 in a class sadly depleted by the Civil War.

After an imperfect course of instruction, consisting of reading medicine in an office under a preceptor and two courses of medical lectures, one at Rush Medical College, Chicago, and another at the University of Michigan, I graduated in

March, 1866, and became a doctor of medicine. Afterwards I went to Philadelphia to answer a call to enter the United States Navy as a medical officer, but was rejected on the ground of insufficient health and vigor to endure the hardships of naval duty. I was kindly but uncompromisingly informed by Surgeon Folz, the chief of the Board of Examiners, that it was the unanimous opinion of the board that if I were accepted for duty "there would be a pension on the rolls of the department within 12 months"—not wholly an encouraging statement! I now recognize that this unkind verdict was probably one of the best pieces of good fortune I ever had.

The period between 1855 and the beginning of the Civil War in 1861 was one of general public interest in moral and social questions. The extension of slavery had become a vital question because of the repeal of the Missouri Compromise of 1820, principally effected through the efforts of Senator Douglas of Illinois, which had thrown open Kansas, Nebraska and the territories north and west of them to the extension of negro slavery hitherto prohibited. There was great excitement and opposition to slavery in the North which culminated in the organization of the so-called Republican party, composed of out-and-out anti-slavery men and more conservative Whigs. In Illinois the feeling was hot upon both sides of the question, the northern portion of the state having been settled by emigrants from New England and the Middle States, and the southern having received settlers from Kentucky, Tennessee, Missouri, and Virginia, states in which the institution of negro slavery existed. The new political party had secured the election of representatives in Congress very generally in the North and the political parties in the House of Representatives and Senate were nearly equally divided. As

a result of this political excitement in the year 1858 a novel contest between two candidates for the United States Senate was inaugurated in Illinois. The Democratic State Convention had nominated as the candidate of the party for election as United States Senator, Stephen A. Douglas, while the Republican Convention had nominated Abraham Lincoln. These men already chosen by their respective parties as candidates for the senatorship were to be elected not by popular vote, but by representatives and senators in the state legislature of Illinois meeting in joint session. For this reason great excitement in reference to the election existed throughout the whole state, as it depended upon the votes of individual representatives elected in the different counties and election districts. An active campaign therefore began in the early summer and lasted until November. Both candidates took the stump and made speeches generally at conventions or in county seats or at mass meetings of the two parties. As a boy of 15 I frequently heard Judge Douglas speak in the open air to members of his party and I met Abraham Lincoln upon railroad trains and at stations or hotels. The two candidates for the United States Senate early arranged for seven joint debates on the issues of the campaign. One of these was held at Galesburg on October 7, 1858, where I saw and heard both of these strong men pitted against each other on this occasion. It was a bright, clear, cold October day which had followed a period of warm weather and rain. The streets were gaily decorated with the banners of both parties and there were processions and demonstrations in abundance in the morning hours. Owing to a severe north wind it was impossible to have the speeches in a large tent which had been prepared and consequently the crowd gathered in the shelter of a large college



Charles Hurd, ↑
and Henry M. Hurd
aged 27, April, 1870.
Galesburg, Ill.



Henry M. Hurd,
aged 31, in 1874.
Chicago, Ill.

building and was closely packed together to the number of 15,000 or 20,000 persons. The opening speech was made by Stephen A. Douglas and occupied an hour. His voice was unusually well suited for public speaking. He was a short, thick-set man of great energy and force of character who was extremely popular with his party and was able to play upon their emotions and prejudices to a remarkable degree. His speech was largely a defense of his course in advocating the repeal of the Missouri Compromise and a vindication of his doctrine of "Squatter Sovereignty" by which every state was to be free to settle whether or not slavery should be extended to it or rejected. He strongly denounced his opponent and the party which he represented because it was a sectional party with its members almost wholly in the northern states and not like his own party represented in every portion of the Union. He further made the charge that his opponent, Abraham Lincoln, had prepared for presentation, at a meeting in the northern portion of the state, a series of resolutions denouncing slavery and favoring the dissolution of the Union rather than a condition half-slave and half-free throughout the United States. Douglas' speech was received with great enthusiasm by his party. Throughout his address Mr. Lincoln sat upon the stage wrapped in an old-fashioned woolen shawl and was apparently unmoved by the denunciations of his opponent. When he arose to speak his unusual height and the slenderness of his figure attracted universal attention. He stood head and shoulders above all others about him and his head appeared quite too small for the height of his body. His voice, although clear and penetrating, did not possess the oratorical qualities of his opponent, but it was easily heard by the vast audience and seemed admirably adapted for clear,

convincing argument rather than for denunciation and vituperation. He began by saying pleasantly that he did not intend to reply at length to his opponent's charge as to the resolutions passed in a distant part of the state, because he had already explained on two occasions that he was not in that part of the state at the time, that he had not prepared the resolutions, and that he knew nothing about them. He made this explanation, he said, to show why he did not devote himself more to the matter, but wished to conserve his time so that he might press his own argument. He stated, however, that he did not blame Judge Douglas for presenting his charge against him for the third time, as he believed it to be good campaign material on the Judge's part. The Judge in this matter reminded him of the fisherman's wife whose husband was brought home drowned. After examining his pockets and finding that they contained several eels she said, "Oh! my poor husband is dead, take out the eels and set him again." This was followed by a roar of laughter from the audience and it was evident to all that Senator Douglas' charges had been sufficiently answered.

Mr. Lincoln spoke for an hour and a half and was followed by Senator Douglas in a summing up of half an hour. The proceedings excited much interest in both parties and there was much enthusiasm and general good feeling among all who gathered to hear them. The speeches were subsequently gathered into a volume and circulated by the friends of Abraham Lincoln as campaign material, a fact that would seem to indicate that they put a greater value upon his utterances than their opponents did upon those of Senator Douglas. When the election occurred in November the party of Senator Douglas secured a majority of the members

of the House of Delegates and the State Senate, and Senator Douglas was reelected.

No person unfamiliar with the extraordinary political excitement preceding the Civil War can have any conception of the amount of oratory which was heard throughout the state of Illinois during the next four years. It was my privilege to listen to many speeches from able and eloquent men, such men as Judge Trumbull, John Wentworth, Owen Lovejoy, Emory Storrs, Robert Ingersoll, Richard Yates and many others.

In Galesburg, as I have said before, a strong anti-slavery sentiment existed. Clergymen preached against negro slavery from their pulpits and did not hesitate to denounce the Democratic party because it was thought to be devoted to the extension of slavery. On one occasion I heard Jonathan Blanchard, a clergyman of unusual ability as a public speaker, after denouncing certain practices in the community which he thought to be detrimental to its welfare, say: "If this continues we shall go from worse to worse until finally even our very children will become Democrats," conveying the impression that there could be no degradation equal to that.

It is interesting to recall how through what was known as the "lecture system" it had become possible for people in remote communities to hear lectures and addresses from persons of more than usual ability in politics or literature. In almost every important town, east and west, lecture courses were given under the supervision of a local committee who usually were filled with a desire to promote the education and welfare of the public, and rarely expected to receive any pecuniary return for their work, but felt amply repaid by the literary treat thus offered to them. The lecturers had a hard time

of it, as railroad travel was slow and, in the absence of Pullman cars, very uncomfortable. Country roads were generally bad, hotels were poor, and the lectures were usually given in churches or badly ventilated and uncomfortable crowded public halls. To a growing boy, however, it was a great opportunity to hear men who were in the public eye and were well known throughout the country as political leaders or literary men. I remember, for example, hearing Wendell Phillips lecture upon "Lost Arts" and was wonderfully impressed by the quiet dignity of the man and his eloquence as a speaker. I also heard on many occasions John B. Gough, the well-known temperance advocate, whose lectures were most dramatic and stimulating. Bayard Taylor on several occasions came to town and gave lectures on his travels abroad. I once heard him lecture on his trip to the North Cape in the winter time. Henry Ward Beecher was also one of the lecturers and had a great control over an audience by reason of his eloquence and remarkable voice. Horace Greely gave a lecture upon his trip overland by stage to the Pacific Coast, and described in a shrill, unrhetoical voice, but in a charming narrative, his adventures in connection with the trip. I remember also hearing George Sumner, a relative of Charles Sumner, deliver an interesting lecture upon his travels in Spain. Sir Henry Vane, a noted Englishman, gave a lecture upon "Cromwell and His Times." There were many others, but these will serve to indicate the character of the lectures and their influence upon the social life of the community. There were few other entertainments except local concerts or gatherings of a religious or political character. It is difficult to overestimate the influence of the Lyceum system upon the growing boy or the young student at this time. I often think that the discontinu-

ance of the system has been a serious loss especially to new communities.

III

In May, 1870, while living in Chicago, I received an invitation to Kalamazoo, Mich., to act as a medical officer in the State Hospital for the Insane, which had been in operation since 1859 under the charge of Dr. E. H. Van Deusen, a man of great ability and experience. I expected to remain during the summer only, but became so much interested in the work that I accepted a permanent appointment and remained in Kalamazoo eight years. I was later given charge of the male department of the hospital, which was then housed in a new building as a separate institution, and remained there during the final four years. In 1878 I became assistant superintendent of the hospital, but resigned in a few weeks to assume charge of the Eastern Michigan Hospital for the Insane at Pontiac, which had been established for the care of the insane in the eastern portion of the state. This institution I opened, organized and conducted for 11 years, or until 1889.

In June, 1889, I received an appointment as superintendent of The Johns Hopkins Hospital at Baltimore and assumed the duties of this position August 1 of the same year. This position I held until August, 1911, a period of 22 years. Upon my retirement I became Secretary of the Board of Trustees of The Johns Hopkins Hospital.

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